



Richard Bland College
of WILLIAM & MARY

PERFORMANCE REPORT
November 2019

Dr. Maria Dezenberg
Provost

Changes to this year's organizational structure have allowed the academic and student development teams to focus on the key areas of academic quality, student engagement and retention, and enrollment optimization. In November we will launch searches to permanently fill the Director of Academics and Director of Admissions positions.

Academic Quality

RBC's faculty continue to advance learning opportunities that cultivate critical thinking and cross-cultural competencies as demonstrated with several student-centric projects in this semester's ESE 101 courses. Professor Zucconi's honors section has been assigned a group Piktochart project. This involves domestic students conducting three interviews with international students. The interview data will be used to develop a Piktochart illustrating the information they collected on international students' experience in the United States. The second ESE 101 honors section is taught by Alice Henton. Her students are researching events in higher education from around the world and compiling their discoveries into a course webpage. Professor Addington's international student ESE class is researching an object, performance, or pastime of cultural significance to an assigned country. They are encouraged to make connections between that object, performance, or pastime and a similar one from their own country.

Other Fall Semester educational events include:

- In early November RBC welcomed the Virginia Museum of Fine Arts traveling art exhibit. This "21st century art mobile" experience put the campus community in touch with artists who hold a special connection to the Commonwealth of Virginia.
- Medieval History Project - On November 21, RBC staged a student production of Hrotsvit of Gandersheim's tenth-century play *Dulcitius* as part of the larger medieval festivities occurring on campus. Faculty from the humanities and social sciences are collaborating on directing the play, which has drawn student interest and participation across campus.

- International Education Week - This is the third year that RBC has participated in the U.S. Department of State and U.S. Department of Education's joint initiative to help prepare Americans for global society by celebrating international education and exchange. This year's campus events included a lecture by Dr. Vanessa Stout on "Being Mix-ish in Europe," international student presentations, and an international food festival.
- RBC was the site of two important Civil War battles during the Siege of Petersburg. Dr. Chris Stevenson (VCU Associate Professor, Archaeology) has agreed to work with the RBC History Club to help map some of the Civil War areas on the RBC campus.
- Students celebrated Dia de Los Muertes by preparing sugar skulls and preparing authentic Mexican dishes to share with the campus community.

Library

Collection Development

The inventory of the Library's physical collection is complete, and Student Success Librarian Kyle Binaxas has started the assessment and consolidation of the collection. The inventory confirmed most of the collection was dated and irrelevant to current RBC curriculum. The collection is in the process of being consolidated using collection development guidelines and feedback from the RBC Faculty. The "rightsizing" of the collection, as it currently exists, is slated to be completed by mid-Spring 2020. Once completed, the Library team will be able to implement a collection development and management plan that will allow for subject area assessment and updates on a regular schedule.

Open Educational Resources (OER)

Dr. Timothy Rohrbach and Kyle Binaxas continue to work toward developing sustainable no-cost course materials for General Biology Lecture and Laboratory courses. Dr. Rohrbach is running a pilot this fall in three class sections of BIO 101 lecture using open content and publisher content. Information gathered from this pilot will provide guidance in RBC's development of its own open, general biology content.

Library Usage

In a time where many libraries are seeing a decrease in overall use, RBC's Library continues to see increased usage levels.

Year-to-Comparison*	2019	2018
Physical Item Check Outs	610	447
LibGuides Usage	5656	2819
Day Time Program Attendance	225	76
Night Time Usage	771	270

*Combined totals September and October

Student Engagement & Retention

A number of initiatives are underway to bolster student engagement. The initial "Happiness Factor Survey" launched in Week 3 yielded positive results with 46% of the respondents providing a rating of 9 or 10 when asked "Based on your experience at Richard Bland College so far, how likely are you to recommend Richard Bland College to a friend?" Of the 382 students who responded to the survey, 455 comments identified strengths and 74 comments described ways to improve the college. Steps have been taken to address areas of improvement, such as the need for varied activities. The current focus at RBC, in response to the survey, is to strengthen the evening presence on campus for residential students, aligning programming to their interests. Eventually, a strategy of engagement will be developed, hinging on the data collected in the early surveys. This pilot survey will continue with the second "Happiness Factor Survey" launching later in November in an effort to keep our commitment of continuous improvement in student programming on campus.

The Office of Engagement has reported 19 clubs with 35 officers on record for the Fall 2019.

Club Highlights

RBC's commitment to internationalization involves prioritizing cultural diversity and inclusion. Student engagement in groups such as the International Club opens campus awareness in these areas. Founded in 2017, the International Club (30 members, 4 officers) continues to flourish representing both international and domestic students. Sponsored by the Global Student Success Program (GSSP) the International Club focuses on hot global topics and cultural awareness along with creativity and fun as a stress reliever from the pressures of college life. The group embraces a student-centric approach, tailoring its activities to students' preferences, and proactively plans events at the beginning of the semester for the full term to promote participation. This positively impacts club engagement as demonstrated with an average of 90% of members in attendance at club events. Our local students have been limited in exposure to diverse cultures, so this club's emphasis on awareness of current issues through monthly circle talks has proven to be a positive strategy in this regard. During the circle talks, students drink coffee or tea and discuss hot topics that are concerning them on campus or in their lives. It is a supportive activity that promotes engagement and inclusion.

Other initiatives supporting student success include:

- Partnering with Prince George/Hopewell Chamber to create an internship program for RBC students to engage with the local community.
- A streamlined course scheduling process was implemented, allowing registration to open well in advance of the traditional registration launch period. Learner Mentors are the direct point of contact for student course registration, providing one-to-one advising opportunities for all students. In addition to individual meetings, group advising sessions are now offered at optimal times several days a week offering students the opportunity to interact with Learner Mentors without the need to schedule an individual appointment.
- The conduct process has been reorganized under the Department of Student Success.

Athletics

Men's Soccer	8-2 Conference, 16-3 Overall 3 rd in Region X Regular Season, Runner-Up in Region X Tournament. Will travel to Florida to play in the Southeast District Tournament. Winner goes to National Tournament
Women's Soccer	4-3-1 Conference, 5-7-1 Overall Region 10 playoffs as fifth seed. Lost in the Region Quarterfinals.
Volleyball	10-2 Region 10, 14-13 Overall Region X Runner Up
Men's Basketball	2-1 Overall with wins over rival Louisburg and Wake Tech
Softball	Off season training. Will begin competition in February.
Intramurals	Fall flag football league has 40 participants. Next event will be 3v3 Basketball tournaments starting in Mid-November

*As of November 6, 2019

Enrollment Optimization

The marketing and recruitment consultants continue to support RBC in the development of a new strategic enrollment plan, including a brand refresh with new marketing collateral, a more interactive website, and an enhanced digital presence.

Fall Semester 2019 Finalized Enrollment Data

Prince George and Dinwiddie High Schools continue to be our top two feeder schools with 131 combined registrations. Other top feeder schools included Thomas Dale (23), Matoaca (27), Colonial Heights (28), Petersburg (39), and Hopewell (18). These seven feeder schools make up 45% of the new fall incoming class. RBC saw an increase in residential students by 21%, minority students by 8% and international students by 35%. The acceptance rate for the fall was 56% and the average GPA was 3.07. Fall 2019 was also the beginning of the Provisional Admission Program; 92 students were selected to participate in the program. Fall semester data has been finalized, inclusive of dual enrollment (below).

Fall 2019 Data (with Dual Enrollment)

Type	Headcount Goal	Headcount Actual	Credit Hours Goal	Credit Hours Actual
New	575	579	7,800	8,072
Total	1015	2,182	13,700	18,770

*As of November 6, 2019

Ms. Stacey Sokol
Program Manager for Strategic Initiatives

Dual Enrollment

Policies and procedures continue to be refined to better align RBC dual enrollment high school partners with the college's faculty, staff, and services, which serve to strengthen the overall partnerships. Final dual enrollment numbers are still being calculated, but RBC high school partnerships have increased to 25 schools with approximately 1375 students and approximately 6000 total credit hours for the Fall 2019 semester. Preparations are being finalized for the RBC's first SACSCOC off-campus instructional site visit in November at Rock Ridge High School in Loudoun County. SACSCOC designates locations as off-campus instructional sites when 50% or more of a college credential is offered at a location. The RBC/Rock Ridge High School dual enrollment partnership includes approximately 625 students taking approximately 3375 credit hours during the Fall 2019 semester.

Dr. Ken LaTessa

Chief Information, Strategy & Innovation Officer

Richard Bland College continues to make significant progress in the areas of IT compliance and IT system implementation and upgrade. In particular, the team has been primarily focused on 1) mitigation of the findings from the internal security audit executed by William & Mary, 2) the implementation of systems or applications providing an excellent customer experience, and 3) the implementation of systems or applications to improve administrative processes.

Internal auditors from William & Mary completed a security audit focused on Banner, the results of which were presented at the last Board of Visitors meeting. A plan to mitigate all of the findings was constructed with primary focus on the 12 critical items that were identified. The team has resolved approximately 1/3 (33%) of the entire finding list. Of the 12 critical findings, only 1 remains. That item will be resolved no later than October 31, 2019. Internal audit will do follow-up testing some time in November or December. A second audit is planned for April 2020, after the APA audit has been completed.

A number of projects are underway with the objective of improving the user experience. UC4, a Banner module, will be online by the end of the calendar year and will provide the Finance team at RBC with some much needed functionality. The team will follow that project with the implementation of eTranscripts which will give students the ability to process transcripts online and download uncertified transcripts on demand, functionality that has been requested for some time. Finally, we are researching and planning an upgrade to our Nelnet product, which provides financial processing capabilities to our students.

One of the most anticipated projects in the area of customer services is the development of our centralized student case management system, which will be constructed on the Salesforce.org platform. RBC has completed a roadmap project with a consultant to outline the 2-year implementation project journey. This gives RBC's staff, faculty and students access to vital information and engagement points throughout the entire lifecycle of the student, recruitment through graduation. Currently, we are awaiting the final submissions for the RFP that will decide the vendor the College chooses for construction of the system.

Several other projects are running to alleviate inefficient administrative processes. First, RBC is working with a consultant to plan a reconfiguration of the email and calendaring applications that come with Microsoft Office 365. These were originally configured on-premise in such a way that restricts shifting primary processing to the cloud. This plan will provide the roadmap to do that effectively. We recently completed an implantation of DigArc's Sections product with the objective of streamlining the course scheduling/planning process for our faculty. RBC is currently contracted with Kaspersky and due to a mandate by the Commonwealth of Virginia for all state agencies to cease using the virus vendor Kaspersky, the system must be removed. The team is in the final stages of that change; the expected go live date of the replacement system is the end of the calendar year.

Mr. Paul Edwards
Chief Business Officer

Overview

It has been a short time since the last report. While day-to-day work certainly continues, some special items have concluded while others have begun. We have concluded our work on the FY19 year-end financial statements and CAFR schedules. We are currently working on documenting policies and procedures for items where improvements and changes have been made. The FY21 budgeting process has begun campus wide as well. We continue to methodically work through our project plan with diligence, keeping a keen eye on detail. While the project plan is intended to have a conclusion, we continuously work on a daily basis toward needed improvements, greater efficiencies and best practices. I am encouraged by the good work completed thus far and even more encouraged by the opportunities that lie ahead for the Finance Office and the College as a whole.

Personnel

As previously reported, the staffing has been assessed and a new organizational structure has been put in place. The Finance team is strong and remains healthy. We have only the Accounts Receivable Manager position remaining to fill. Filling this position has been challenging, though we remain confident we will fill this position with a high quality individual who will be a great fit within and an great addition to the Finance team.

FY19 Year-End

The FY19 year-end preparation of CAFR schedules and financial statements is complete. All internal deadlines to the William & Mary Finance team were met. Many hours of hard work went into creating top quality statements and schedules that tie to well supported documentation. The William & Mary Internal Audit team, led by Mr. Kent Erdahl, has made three visits to RBC to review the financial statements, schedules and supporting documentation. Mr. Erdahl has been very pleased with the level of expertise displayed by the RBC staff as well as by the quality of work and responses reviewed at that time, stating “significant improvement in closing readiness is noted compared to where RBC has been in prior years. RBC has a solid game plan.” At this time, we are working on audit preparedness as the FY19 audit will commence within the next two months.

Summary

While the project plan will continue to evolve with items being removed as they are completed and items being added as they are discovered, we have completed nine of 31 projects currently listed, and we are currently working on nine more individual projects listed on the plan. This very specific and detailed plan supports and builds on the work already begun under the Corrective Action Plan (CAP). While evaluation, as well as the pursuit of improvement/efficiencies and best practices, is a continual process, this detailed plan will aid us in seeing the CAP to its successful completion. Also, we are

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beginning the audit preparation process as well as the FY21 budget process. We are creating solutions for the betterment of RBC.

A budget vs. actual report through the first quarter of FY20 is enclosed (A).

The unaudited Statement of Net Position (SNP), Statement of Revenues, Expenses and Changes in Net Position (SRECNP) as well as the Statement of Cash Flows (SCF) for FY19 are enclosed (B).

Dr. Tyler Hart
Chief Development Officer

Grant Pipeline Update

Richard Bland College has increased activity in grant applications and funding. RBC applied for and was awarded a \$20,000 planning grant through SCHEV’s Innovative Internship Program to create a pipeline for local talent. This funding will be used to build capacity and partnership with local industry as we test out the Work College concept in the coming year.

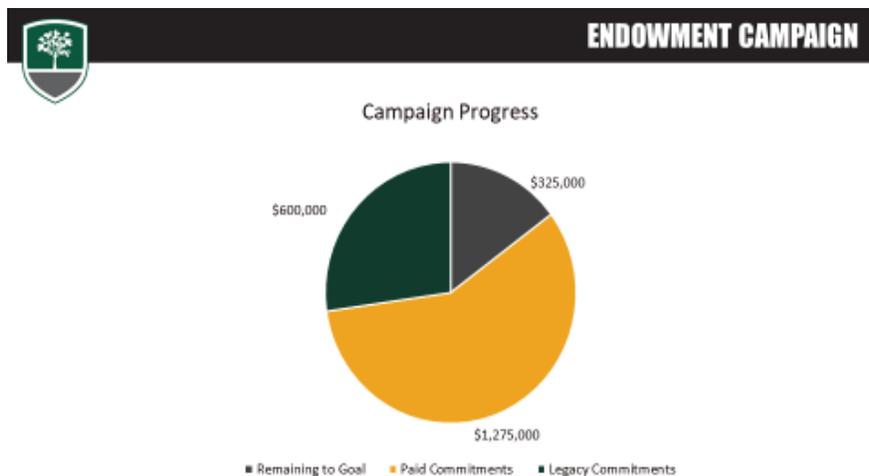
RBC is also in the final stages of a Grow Capital Jobs for Virginia (GO Virginia) Region 4 planning grant application. This \$50,000 grant matched 1:1 by the Richard Bland College Foundation, will be used to build out a business plan for the creation and implementation of an Associate Degree program in Aeronautics with a stackable credential in Unmanned Aerial Systems (UAS) through strategic partnerships with Dinwiddie Airport and Industrial Authority, Dinwiddie County, Dinwiddie County Public Schools and others. This program will meet an increasing demand in the UAS industry where the [national average pay for full-time UAS Operators](#) is \$48,695.

The Richard Bland College Aeronautics Program will be housed at the Dinwiddie Airport. Students will attend classes on Richard Bland’s campus and at the Airport. Field work and flight time will be completed on site at the Airport. High school 11th and 12th graders, recent high school graduates, adult learners and career switchers will enter the AAS in Aeronautics, or the certificate as a standalone program, giving students credentials to a high demand field yielding high paying jobs.

With a fully executable business plan, RBC will seek Tobacco Revitalization Commission, GO Virginia, Locality, and private support to implement the program by Fall 2020. We expect the program to be revenue positive (self-sustaining) by 2023.

Endowment Campaign Update

Endowment giving continues to grow with an additional \$22,000 added to existing scholarships since September.



Pecan Festival

The 4th Annual Pecan Festival set a record for attendance with over 13,000 people visiting the grove. The festival ran from 11am – 5pm with 160 vendors, including craft and food vendors.



The stage was filled with musical performances from Groove Potion and Sweet Justice. RBC student Frederick Taylor and two local dance schools performed during the band breaks. Attendees enjoyed dancing and listening to music, shopping, and enjoying food and beverages. Under the RBC tent, the Admissions department offered on site admission decisions, and RBC students helped to sell cookbooks, pecans, and apparel, and they greeted alumni. Kids enjoyed bouncy houses, face painting, Giant Jenga, crafts, and games in the Kids Zone.



Trail of Terror

RBC hosted the second annual Trail of Terror on October 18th and 19th. With over 50 student volunteers each night, visitors were provided with scares and screams.



Over 500 visitors over the two nights provided a fun and frightening way to raise funds to support the foundation and student assembly.

Mr. Eric Kondzielawa
Director of Operations & Capital Assets

Maze Hall Window and Door Replacement

Paisley Kerr Construction is 95% complete with the replacement and installation of all windows and doors in Maze Hall. This project came in on time and within budget.

Academic Innovation Center

RBC has been approved for detailed planning money for the Academic Innovation Center. The source of these funds is from the Detailed Planning Pool chapter 759/769. The initial cost reviews (CR-1 & CR-2) have been submitted to the Department of Planning and Budgeting (DPB). The package has been reviewed and we are currently working on the preliminary submission to the Department of Engineering and Building (DEB). The College has awarded RRMM Architects the contract for architecture and engineering services. The design was presented to and accepted by the Virginia Art and Architecture Review Board (AARB) on November 1, 2019.

Department of Forestry

In an effort to maintain and manage Commonwealth of Virginia property, the Department of Forestry entered into a contract with Robert E. Carroll Logging on August 7, 2019 to clear 158 acres of land. The project is underway and will last through the month of November.

Housing and Residential Life

The campus bustling with new activities, programming and intermural sports. The major concentration is on programming and retention. Improved programming and support will promote student engagement with campus activities, increased student support with academic studies and higher retention rates.

Chief Jeff Brown
Director, Campus Safety & Police

Police

For the past 18 months, the Department of Campus Safety and Police has applied resources toward achieving certification as a *Virginia Certified Crime Prevention Community*.

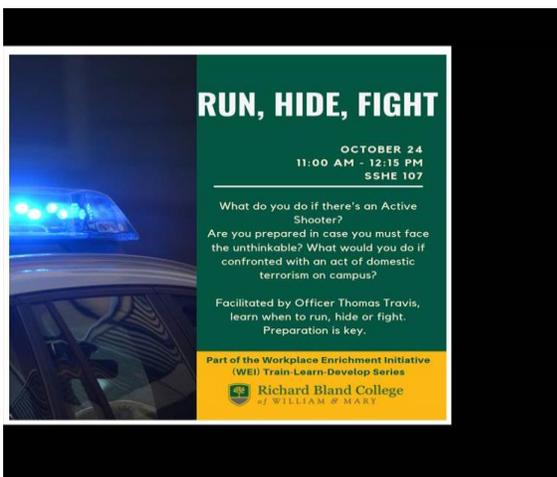


To achieve this certification, the College worked to develop and implement a collaborative community safety plan. The plan, which complied with eleven core community safety elements and strategies and was further augmented by four optional elements, was submitted for consideration in June, 2019.

On October 10, 2019, the Criminal Justice Services Board convened and unanimously certified Richard Bland College as a Crime Prevention Community. The College will install a sign on the campus grounds to mark this important designation. The elements include:

- Threat Assessment Team
- Crime Prevention Specialist
- Campus Outreach
- Mutual Aide Agreements
- Information and Literature Distribution
- Physical Security Surveys Completed by Trained Staff
- Crime Analysis
- Crisis and Emergency Management Plan
- Clery Act Compliance
- Victim Witness Program
- Patrol 24/7
- Emergency Communication Plan
- Rape Aggression Defense Program
- Alcohol and Substance Abuse Prevention Program
- Surveillance Camera Program

“Run, Hide, Fight,” an active threat training program, was presented to students, faculty and staff on October 24th in the auditorium.



It is part of the Department’s efforts to heighten awareness for safe response to an active shooter incident.

The Rape Aggression Defense (R.A.D.) program was delivered in September to the girls softball and volleyball teams. This is a twelve hours prevention program with certification of completion provided to the student. The program is currently underway for the girls soccer team.

- The Second Annual “Operation Sweet Tooth” was a success as over 75 pounds of candy was delivered to students, faculty and staff. Inserted in each bag was a crime prevention message.
- The College’s **2019 Annual Campus Security and Fire Safety Report** was published on September 30th, in compliance with the Clery Act. All required data was collected and added to the report.

Emergency Management

The Pecan Festival provided an opportunity to practice and coordinate emergency operations among multiple internal and external departments. An incident command was deployed and communications between Prince George Fire, Police, EMS, the College Police and Facilities departments and a contract traffic and crowd control vendor were maintained during the event.

On October 16, the Emergency Management Team was activated due to a campus wide power outage. The Emergency Operations Center was activated and plans for feeding and evacuation were developed. Power was returned to campus before the plan was implemented.