



Richard Bland College

of WILLIAM & MARY

PERFORMANCE REPORT February 2020

Dr. Maria Dezenberg
Provost

The 2019-2020 academic year has been focused on three key priorities, including academic quality, enrollment optimization, and student retention and engagement. Initiatives continue to evolve in these three areas to support RBC's commitment to student success, strategic enrollment management, and financial sustainability.

Academic Quality

Faculty passion remains a vibrant aspect to the student learning journey at Richard Bland College. President Sydow's student leader dinner in November involved a robust dialog between and among college and student leaders in an effort to more fully understand how students are experiencing the College Themes that surfaced at this dinner reinforced how students value small classes and the campus infrastructure. One student summed RBC up as having "great professors who are flexible, approachable, friendly, enthusiastic, very hands on... and really care about the student's educational path."

Faculty development efforts continue to support learning strategies that contribute to students flourishing within our close-knit learning community. January 2020's Faculty Development week featured a workshop on experiential learning with Jennifer Stanchfield of Experiential Tools. Other academic initiatives are covered in the faculty report.

Library Usage

At a time when many libraries are seeing a decrease in overall use, RBC's Library continues to see increased usage levels. The chart below contains a fall to fall academic semester comparison.

Year-to-Comparison*	Fall 2019	Fall 2018
Physical Item Check Outs	1,332	1,189
LibGuides Usage	13,193	7,805
Day Time Program Attendance	340	151
Night Time Usage	1925	664

*Combined totals August-December (entire academic semester)

The library team has been particularly creative in its approach to enhancing student engagement in activities designed to elevate the College's social and learning environment. Examples include:

- **Pop-Up Library.** RBC Library piloted a “Pop-Up Library” concept for fall 2019. A mobile library was brought to various buildings on campus to allow students, faculty, and staff to borrow library resources without physically visiting the Library building.
- **Brown Bag Lunch Conversations.** The Library’s Brown Bag Lunch series was very well attended. The RBC Library invites members of the tri-cities community to come to campus to talk with students on a variety of topics. Topics for fall 2019 included mindfulness, leadership, and LGBTQ+ experiences.

Student Retention & Engagement

Focusing on student wellness is one of the College’s engagement priorities, and our end of semester Balance & Breathe Bash tradition demonstrates this commitment. Event founder Dr. Jena Morrison has noted that mental health issues and stress are on the rise nationwide on college campuses. With this in mind, this faculty-inspired event has been evolving since its initial launch in 2015. Held at the end of each semester, the aim of the Balance & Breathe Bash is to help alleviate the stress experienced in the week prior to exams by providing a day of fun and relaxation across campus. Fall 2020 semester’s Balance & Breathe Bash featured a petting zoo, henna artists, a harpist, yoga and meditation, a magician, video gaming, dog therapy, a cornhole tournament, a cookout, sidewalk chalk, a climbing wall, a DJ and other activities strategically positioned around campus to maximize student engagement. Student Assembly President Jeremiah Foltz said, “The Balance & Breathe Bash happens every semester just before finals week to act as an institutionally backed outlet for fun and ‘breathing’ just before finals week. It’s a time where the RBC community can come together, do something fun, and truly remind ourselves it will all be okay, and we will get through this week of testing. This day of events is representative of the family we are, and it highlights the difference in student success and the student experience at RBC.”

The wellness campaign focuses on ensuring a safe learning community. During the fall Semester Celia Brockway, Acting Director of Student Success, and Preston Bousman, Business Manager, oversaw the revamping of RBC’s conduct process, which includes more efficient use of the Conduct Coordinator database and protocols for those reporting conduct issues. This work also involved adding staffing resources, namely the hiring of a Student Conduct Coordinator (Ben Thoreson). Since arriving, Thoreson has expanded on existing processes by implementing a new training for all Student Conduct Board volunteers, continuing research into sanctions at other institutions, exploring options for alcohol and drug education, and connecting with entities throughout Virginia to inquire about resources. A long-term goal for Student Conduct is to offer preventative programming to reduce the number of issues on campus.

Athletics

Teams	Acknowledgements
Men’s Soccer	NJCAA All American – Gorka Delgado Region 10 Player of the Year – Gorka Delgado Region 10 First Team – Gorka Delgado, Gonzalo Bazan, Matthew Ridley Region Second Team – Antonio Ferreira, Nehemie Lemontouku, Juan Menjiver
Women’s Soccer	Region 10 Player of the Year – Alexia Spencer Region 10 First Team – Alexia Spencer Region 10 Second Team – Jenna Derksen, Julia Delgado
Volleyball	Region 10 Player of the Year – Ayanna Swan Region 10 First Team – Ayanna Swan, Anna Ney, Emma Lazerson

Team and Academic Updates

- Men's Basketball - 1-0 Region 10; 8-7 overall as of 1/14/20.
- Softball - Preseason Training has started. Official season begins February 1, 2020.
- Intramurals - Beginning basketball 3v3 league at the end of January. February Yoga will be offered to the students.
- Fall 2019 Academic Achievement: 34 athletes received a 3.0 CGPA or higher.

Enrollment Optimization

This year RBC retained two consultants to assess the College's marketing and enrollment activities. Their expert recommendations have served as the basis for plans that will support lead generation, a brand refresh, and service-centric conversion campaigns to drive the updated Strategic Enrollment Management (SEM) Plan that is in the development phase with the intention of finalization following the approval and launch of RBC's 2020-25 strategic plan. The short-range goal is to increase the number of right-fit students from Central Virginia's top feeder high schools and the dual enrollment channels. The long-range goal is to diversify recruitment channels.

2020 Recruitment Efforts

Current enrollment optimization initiatives underway to support increased yield from the top feeder high schools and dual enrollment channels include: 1) outsourcing the development of a digital and social media campaign; 2) launching a call campaign to dually enrolled high schools with the support of a vendor (Conversion Calls) specializing in outreach campaigns and lead qualification to prospective applicants; 3) restructured high school visits in feeder schools; and 4) marketing collateral and campus branding projects. These initiatives are supporting stronger leader generation for fall 2020. As of January 14, we were 136 applications ahead of prior year.

Spring 2020 Enrollment Numbers

Spring 2020 enrollments demonstrate that Prince George and Dinwiddie High Schools continue as top feeder schools with 210 combined registrations. Other top feeder schools include Thomas Dale (50), Matoaca (37), Colonial Heights (40), Petersburg (25), and Hopewell (24). These seven feeder high schools make up 46% of the spring 2020 enrollment at RBC.

The class is 58% female and 42% male with an average 3.02 GPA for new spring freshmen. The enrollment table below does not include dual enrollment students as the roster entry is still underway.

Spring 2020				
Type	Headcount Goal	Headcount Actual	Credit Hours Goal	Credit Hours Actual
New	100	109	1,350	1,265
Continuing	734	731	9,900	9,850
Total	834	840	11,250	11,115

*Data as of 1/14/20

Ms. Stacey Sokol**Program Manager for Strategic Initiatives****Dual Enrollment**

The SACSCOC Substantive Change Off-campus Instructional Site Visit to Rock Ridge High School in Loudoun County occurred November 13-14, 2019. Upon conclusion of the site visit, the visiting committee's report contained no formal recommendations for any areas of non-compliance. The final report will be reviewed by the SACSCOC Committee on Compliance and Reports and then forwarded to the SACSCOC Board of Trustees for final action in June 2020. Once Rock Ridge High School is approved as an off-campus instructional site, RBC will have the flexibility to offer any course work and credentials currently offered on-campus at this off-campus site.

Field Consultancy Study

The College has undertaken a field consultancy project with Virginia Commonwealth University's Executive MBA program to research the viability of a hybrid work college model. This feasibility study will examine a pathway for RBC to become a more distinctive and attractive higher education option for students throughout the Commonwealth of Virginia and beyond. Preliminary research indicates that given its size, location, and student demographics, RBC is well-positioned to purposefully integrate the areas of work, learning, and service, all of which are key pillars to the work college structure. Student success within this model would be supported holistically by an iteration of the College's current ESE@RBC program. The student team will conduct its research throughout the Spring 2020 semester and present deliverables to the administration and the Board in April 2020.

Dr. Ken LaTessa
Chief Innovation & Strategy Officer

The College continues progress in the areas of compliance and system implementation and upgrade. The Information & Technology Services (ITS) team has been primarily focused on 1) mitigation of the remaining findings from the internal security audit executed by William & Mary and the kickoff of the 2019 APA audit, 2) the implementation of systems or applications providing an excellent customer experience, and 3) the implementation of systems that improve administrative processes

Internal auditors from William & Mary completed a security audit focused on BANNER. Progress on mitigation of those findings was reported at the November 2019 board meeting, and the project plan to mitigate the remaining findings has progressed as expected. Of the original 65 findings (48 non-conforming, 17 critical), only 8 non-conforming items remain to be mitigated. All critical items were complete as of November 1, 2019. Internal audit has begun follow-up testing. A second audit is planned for April 2020, after the APA audit has been completed.

Members of the ITS team met with our assigned APA auditor, Kristina Kemp, on Thursday, January 9, 2020. The team has received the first round of requests from the auditor. Our responses are scheduled for delivery on January 30.

A number of projects are underway with the objective of improving the user experience. UC4, a Banner module that will provide the Finance team at RBC with some much needed functionality, was expected to be online by the end of the calendar year; however, complications have delayed progress. It is now expected to go live in mid-March as the successful implementation of the system required a number of other systems (JOBSUB) to be migrated and upgraded prior. 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. Finally, we are researching and planning an upgrade to the Nelnet product that provides financial processing capabilities to students.

One the most anticipated projects in the area of customer service is the development of a centralized student case management system that will be constructed on the Salesforce.org platform. This gives RBC's staff, faculty and students access to vital information and engagement points throughout the entire lifecycle of the student: recruitment through alumni development. RBC has awarded the RFP that was released in the last quarter of 2019 to Elevation Solutions, a Salesforce Registered Partner headquartered in Colorado. The initial roadmap has been finalized and the project is taking off quickly.

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-premises in a way that restricts shifting primary processing to the cloud. This plan will provide a roadmap to do that effectively. We recently completed an implementation of DigArc's SECTIONS product with the objective of streamlining the course scheduling/planning process for faculty. The team is currently working on integration of that system with RBC's BANNER instance.

Finally, the Commonwealth has mandated that any agency using the anti-virus vendor Kaspersky cease doing so. As RBC was contracted with Kaspersky, our team recently completed a project replacing that

system with a new product called CrowdStrike. That system was pushed live to our campus in the first week of 2020.

And, of course, the 2020-2025 strategic plan of Richard Bland College, Seize Your Potential, was completed and sent to the Board of Visitors for approval.

Mr. Paul Edwards
Chief Business Officer

Overview

Day-to-day work toward corrective action as detailed in the project plan continues in the Finance Office. In addition, FY19 year-end financial statements and CAFR schedules, as well as FY19 audit preparation, are complete. Documenting policies and procedures to align with implemented process improvements are ongoing. We are currently well into the FY21 budgeting process. Also, the FY19 APA audit is underway, as well as a review of the actual first six months and a proforma of the last six months of FY20 by an independent CPA firm. 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 continue to be encouraged by the great work completed thus far. Below is a summary of a few specific items.

Personnel

The relatively newly configured Finance team is strong. Only the Accounts Receivable Manager position remains to be filled. Filling this position has been challenging. We have temporarily pulled this posting, hoping for a stronger candidate pool when the position is re-posted in the spring. Though we didn't win, we were recently nominated for "Team of the Year" for 2019.

Governor's Budget

For RBC, the Governor's budget provides an additional \$77,200 in financial aid appropriation and an additional \$67,098 in general fund appropriation for FY21. The Governor's budget also includes full funding for RBC's new Academic Innovation Center for FY21.

Budget Amendments

RBC put forward four budget amendments to be carried to the General Assembly:

- The first amendment is a recurring General Fund (GF) request in the amount of \$1,252,000 for the addition of eight new full-time staff members, as well as the necessary technology for the Guided Pathways for Success at Richard Bland College (GPS@RBC).
- The second amendment is a recurring GF request in the amount of \$650,000. \$500,000 of this is for additional financial aid while the remaining \$150,000 is for institution-based work study to pilot a work-service-learning program.
- The third amendment is a recurring GF request in the amount of \$708,400 for the hiring of six positions and purchasing of technical systems to aid in compliance in the information technology, human resource and financial aid areas.
- The fourth amendment is a recurring GF request in the amount \$410,000. This request is for the hiring of a Program Director and Part-time Instructional Staff, as well as curriculum development and paid internships for students for the Advanced Manufacturing Academy, which was established in a partnership recently entered into by RBC and the Commonwealth Center for Advanced Manufacturing (CCAM).

Delegate Tyler and Senator Ruff are the patrons on the first three amendments. Co-patrons are Delegate Brewer, Delegate Cox and Senator McClellan. The RBC/CCAM Advanced Manufacturing Academy budget amendment was submitted with Delegate Brewer and Senator Ruff as patrons. I would like to offer a huge "Thank You!" to Amy Sebring for helping us prepare these amendments to be put forward.

Audit Preparation

As the FY19 year-end preparation of CAFR schedules and financial statements was completed this past summer and early fall, the remainder of the fall and early winter was spent preparing for the upcoming FY19 audit; positive results are expected. The FY19 audit officially began in December 2019. To respond to SACSCOC, RBC also requested a review (specific to RBC) of FY19 by the Auditor of Public Accounts (APA). The review is underway as it also began in December 2019 and will run concurrently with the audit. Further, RBC has engaged SB & Company, a private CPA firm, to complete a review of the first six months of FY20 to strengthen our upcoming SACSCOC report. It is intended that the review report provided by the APA as well as the review report from SB & Company will accompany RBC's response to SACSCOC on April 1, 2020.

Summary

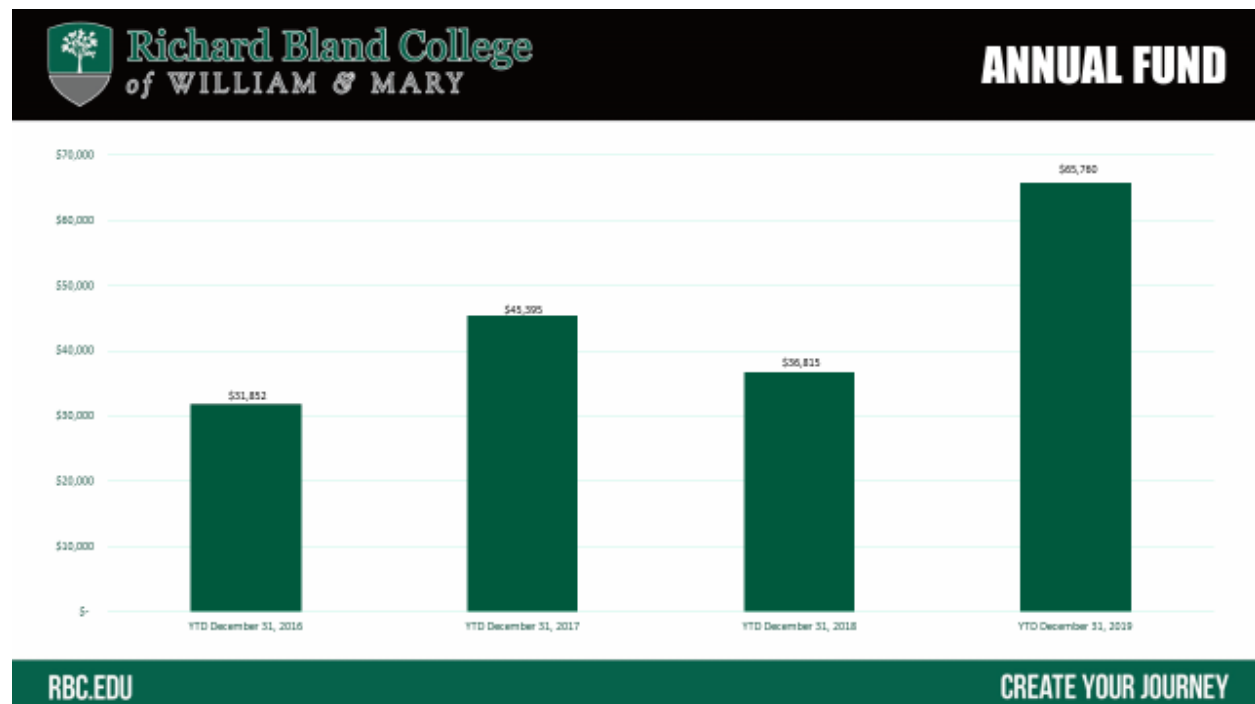
The project plan will continue to evolve with items being removed as they are completed and items being added as they are discovered. This specific and detailed plan incorporates recommendations from the Quality Assurance Review (QAR), and it supports and builds upon the work that began under the Corrective 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 in full swing with the FY19 audit/review and the FY20 review, as well as the FY21 budget development process. We are optimistic about and encouraged by the opportunities that lie ahead for the Finance Office and the College as a whole.

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

Dr. Tyler Hart
Chief Development Officer

Annual Fund Update

The Fiscal Year 2020 Annual fund is off to a great start, having raised over \$65,000 through the end of the calendar year. Annual Giving is up 78% over prior-year giving through December 2019. The Development Office ramped up social media marketing for the Annual Day of Giving on December 3 and raised a total of \$7,065, inclusive of 5 new donors.



Founders Day Planning

RBC will host various events and activities April 14-18 as an inaugural celebration of RBC's Founders Day. The celebrations start with a new student-centered tradition, the Big Bland Bash. On Wednesday, April 14, former RBC President Dr. James McNeer will serve as keynote speaker for the Anne Dobie Peebles Forum. That evening, there will be two themed bingo events; attendees will try to win designer handbags and other prizes. Thursday will bring the 13th annual RBC Foundation Golf Tournament at the Highlands.

On Thursday and Friday, students will be able to visit Richard Bland's gravesite at Jordan's Point and learn more about the original Statesman. The week will conclude with the Founders Day Festival. This event will be a ticketed "taste of" event that will feature the best local breweries, cideries, wineries, and meaderies. Live music, food trucks, and local vendors will ensure that patrons enjoy a fun-filled afternoon.

New RBC-CCAM Advanced Manufacturing Academy

Richard Bland College of William & Mary (RBC) and the Commonwealth Center for Advanced Manufacturing (CCAM) presidents signed a Memorandum of Understanding to establish the RBC-CCAM Advanced Manufacturing Academy on January 14, 2019.

The Academy will train students who are pursuing careers in the high-demand fields of Robotics and Automation. Programming will complement Virginia's Tech Talent Pipeline by preparing graduates for high-paying, technology-related jobs in fields that align with trade-sector growth opportunities.

Students will gain access to cutting-edge, industry-driven curricula, which will collectively enhance the advanced manufacturing ecosystem. This innovative experiential learning program allows students to gain credentials and training in high-tech occupations through an earn-while-you-learn model that combines structured classroom and virtual instruction. Program development will offer stackable credentials from dual enrollment to industry certificates, career studies certification, associate degrees, and partnerships with 4-year universities for advanced degrees.

Growth 4VA Grant

The College was recently selected as one of nine regional organizations to receive a Growth and Opportunity grant from GO Virginia to help foster regional economic development and workforce development across the Commonwealth.

RBC was awarded \$50,000 to create a business plan to develop key partnerships, and establish an applied associate's degree in aeronautics with a stackable credential in small Unmanned Aerial Systems (UAS). RBC will be partnering with GO Virginia, Dinwiddie Airport and Industrial Authority, Dinwiddie County and Dinwiddie County Public Schools to establish the UAS program.

The RBC Aeronautics Program will be housed at the Dinwiddie Airport. It will be offered to 11th and 12th grade high school students, recent high school graduates, adult learners and career switchers. Students will attend classes on RBC's campus and at the Airport. The program will provide students with the training and experience needed to earn their Remote Pilot's License.

The nine regional projects received a combined \$5.8 million in grants from GO Virginia. Grants were approved by the GO Virginia Board and the Virginia Department of Housing and Community Development, and were announced by Gov. Ralph Northam.



VIRGINIA INITIATIVE FOR
**GROWTH &
OPPORTUNITY**
IN EACH REGION

Mr. Eric Kondzielawa
Director of Operations & Capital Assets

Academic Innovation Center

We received Schematic Drawing review comments from the Department of Engineering and Buildings. All comments were addressed, and we've proceeded with the Value Engineering Study and Third Party cost estimate. As of January 13, 2020 a complete cost review analysis was submitted, as well as the Preliminary Drawing Package. We anticipate going out to bid in July 2020

Department of Forestry

In an effort to maintain and manage Commonwealth of Virginia property, the Department of Forestry (DOF) went into contract on August 7, 2019 with Robert E. Carroll Logging to clear 158 acres of College land. The contractor has completed the cutting and clearing. DOF will soon replant all the acreage.

Housing and Residential Life.

The major concentration is on new and improved programming to boost student engagement. We believe that with better programming, we can keep the students more engaged in campus activities that will serve as a support tool to help them with their academic studies.

Richard Bland teams with Dominion Power for Renewable Energy Project.

We have had many discussions and site visits with Dominion Power to get this one-of-a-kind renewable energy project off the ground. The first phase would be an onsite, small-scale installation of solar panels. The proposed solar farm will enable RBC to reduce use of generated power and use renewable energy to cover 40-60% of the total power usage of Patriot and Freedom Halls. The second Phase would be to use the renewable energy from a remote site to cover the balance of the energy used on campus. This exciting project is just getting off the ground. The long-term goal is for the entire RBC campus to run on 100% renewable energy.

Chief Jeff Brown
Director, Campus Safety & Police

Police

For the fall semester, community policing programming goals were achieved. Over twenty-one program contacts were made with the Police Department offering a wide range of training and awareness programs, including:

- Rape Aggression Defense (R.A.D.) presented to the women's soccer, volleyball and softball teams (twelve hour class presented to each team)
- Fire extinguisher training to all Resident Assistants (RA's) and Resident Life Coordinators (RLC's)
- CPR & AED training to all Campus Security Officers (CSO), Resident Assistants (RA's) and Resident Life Coordinators (RLC's)
- Active Shooter and Threat Awareness forum presented to the entire campus community and to the Café staff
- Campus Safety Officer certification class presented to all new CSO hires (24-hour program with resulting certification from the Virginia Department of Criminal Justice Services)
- Two different drug and alcohol prevention programs presented to residential and commuter students
- A personal property protection program to residential and commuter students

The Department solicited and was awarded two small grants, totaling \$3,000. Funds are being used to provide food and prize enhancements to the community policing program.

The Campus Safety Officer (CSO) program continues to be an efficient and effective tool for providing security to activities and events:

- The Department developed a job description for a CSO lead security officer position. This position will help the police sergeant with hiring CSO personnel, CSO supervision and the weekly scheduling of CSO's. The position was advertised and filled in January, 2020.
- The Department is working in conjunction with the Athletic Department and Student Engagement program to provide recreational opportunities at Statesman Hall. Through this initiative, the College will provide an additional 375 hours of free recreational time in the gym and weight room for students.