



Richard Bland College

of WILLIAM & MARY

PERFORMANCE REPORT April 2020

Dr. Maria Dezenberg
Provost

We round out this academic year a stronger, more cohesive community having invested endless hours of collaborative energy into the College's COVID-19 crisis response. With guidance, encouragement and support from President Sydow who has presided over weekly COVID-19 Management Team meetings, the RBC faculty and administration have rallied around our students despite the confines of being "virtual," as we balance the priorities of academic quality, student retention and engagement, and enrollment optimization.

Academics

The COVID-19 outbreak in the United States required immediate action with all on-ground classes shifting to remote instruction on March 23. RBC's spring break was extended for a week giving faculty time to prepare for the transition. Preparations involved a week of peer facilitated professional development sessions covering a range of topics from technology use to remote teaching and learning instructional strategies. Faculty are utilizing synchronous and asynchronous lectures via Zoom and document cameras, along with animated and video-taped laboratories. Modifications have also included increased discussion board activity and virtual office hours. This semester's smooth conversion to an online format is positive, and we are further assessing the delivery and effectiveness of remote instruction with 1) department chair reviews of revised CANVAS courses for all faculty, 2) updated student course evaluations reflecting the remote learning transition, 3) conducting an end of semester assessment of all courses, and 4) monitoring of ongoing student input log regarding online learning.

In response to state officials' encouragement that colleges and universities extend flexibility during this pandemic, RBC has:

- Extended Spring Semester's course withdrawal date to May 10, 2020
- Amended its grading scale to include a pass option
- Revised its new student math and English placement guidelines

Library

Programming & Online Resources

The Library team converted spring semester events to virtual formats, and continues to expand RBC's online presence using the SpringShare platform. This includes features such as online chat services and

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online reference appointments. Collaboration with faculty is underway on the development of more robust subject research guides to support student learning. As these guides are developed they will be available for faculty to directly embed into their courses on the College's learning management system.

Student Success

Student advising, course registration, new student orientations, and campus engagement activities like Virtual Spirit Week (see below) have evolved to virtual offerings to preserve the spirit, health, and safety of our community through this COVID-19 crisis.



Prior to COVID-19, the Offices of Admissions and Disability Services partnered to facilitate a presentation to the Central Virginia Transition Council, a consortium of high school guidance counselors and higher education professionals. In February, Learner Mentor Teona Henderson coordinated a Transfer Fair with over 25 institutions represented, including two that provided on-site admission. Over 120 RBC students attended the event.

Athletics

Aligning with the NJCAA's decision to cancel spring competition, RBC ceased all practices and regular season, post season, and championship play. Our coaches are utilizing virtual platforms and social media to stay connected with athletes, including virtual group work outs.

Men's Soccer	8-2 Conference, 16-3 Overall 3 rd in Region 10 Regular Season, Runner-Up in Region 10 Tournament. 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	4-3-1 Conference, 5-7-1 Overall Region 10 playoffs as fifth seed; lost in the Region Quarter finals. Region 10 Player of the Year – Alexia Spencer Region 10 First Team – Alexia Spencer Region 10 Second Team – Jenna Derksen, Julia Delgado
Volleyball	10-2 Region 10, 14-13 Overall Region 10 Player of the Year – Ayanna Swan Region 10 First Team – Ayanna Swan, Anna Ney, Emma Lazerson
Men's Basketball	5-7 Region 10, 15-15 Overall #5 seed in Region 10 Tournament. Upset #4 seed in the tournament and finished season with a tight loss to #1. Kenny Sutherland made 1 st Team All Region
Softball	Season Cancelled due to COVID-19
Sand Volleyball	Season Cancelled due to COVID-19
Intramurals	Activities Cancelled due to COVID-19

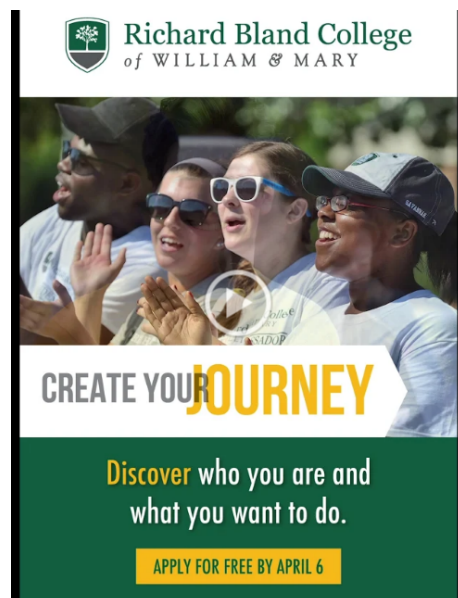
Enrollment

Fall 2019-20 Recruitment & Enrollment

This year's enrollment optimization efforts have involved launching a digital and social media campaign, developing an awareness campaign for dually enrolled high school students, and increasing the College's presence in Virginia high schools. To undergird these initiatives and establish a more comprehensive enrollment management infrastructure, Dr. Sydow has launched a Strategic Enrollment Management (SEM) Steering Committee tasked with developing a long-range SEM plan to align with RBC's new strategic plan, *Seize Your Potential*.

Marketing partner Carnegie Dartlett launched RBC's digital and social media campaign on Facebook, Instagram, and Snapchat with a series of images (examples below). During the month of March, the digital presence resulted in 1,365,970 impressions, 2,513 clicks, and 22 applications. Presently, the firm is conducting market analysis to determine optimal territories for expansion.

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The awareness campaign for dually enrolled students involved a professional third-party vendor attempting to make phone contact with 1387 students. Of this pool, 60% were contacted (9% invalid phone numbers, 33% voice mail or disconnected). These calls were designed to set appointments with prospective applicants and their parents. To date, RBC enrollment counselors have completed 77 appointments, resulting in 18 applications.

Fall 2020 recruitment has also involved robust travel plans to increase RBC's presence in select Virginia regions. Prior to March's COVID-19 school closures, the admissions team conducted 281 high school visits which involved panels, fairs, Senior and Junior Nights, on-site admissions days, and 2,355 student meetings. With recruitment travel on hold, admissions activities have gone virtual, including the Spring Open House.

Fall 2020 application and enrollment trends remain promising even with the outbreak of COVID-19.

Fall 2019 vs Fall 2020		
Type	Fall 2019	Fall 2020*
Applicants	1703	1731
Admits	866	1011
Confirmations	364	386
Registrations	2	93 (105 ready to register)

*Data as of 4/24/20

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Page 5 of 15**Final Spring 2020 Enrollment**

Final Spring 2020 enrollment data continues the trend of RBC degree-seeking students coming from 5 top feeder high schools, including Prince George High School, Colonial Heights High School, Dinwiddie High School, Matoaca High School and Hopewell High School. The top 5 dual enrollment high schools are Rock Ridge High School, Appomattox Regional Governor's School, Isle of Wight Academy, Prince George High School and Tuscarora High School.

Spring 2020		
Type	Headcount	Credit Hours
New	109	1,256
Continuing	676	9,113
HSC/MC	34	506
Dual Enrollment	1,216	5,488
Total	2,035	16,363

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

In light of the COVID-19 pandemic and the Governor's recent order to close all K-12 schools throughout the Commonwealth for the remainder of the school year, College administrators, faculty, and staff have been working diligently with our high school dual enrollment partner schools to develop policies and procedures to allow approximately 1500 students to complete their RBC dual enrollment courses for the Spring 2020 semester. The College will adhere to SACSCOC guidance regarding compliance with academic integrity, credit hour requirements, and program length standards. In so doing, RBC continues to communicate with school divisions to determine the status of individual college course completion and provide options to facilitate course continuity and completion.

Field Consultancy Study

The VCU Executive MBA student team has continued work on the field consultancy project to research the viability of a hybrid work college model. Team members are continuing to conduct research to include:

- a survey to college bound students to assess their awareness of and interest in enrolling at a work college,
- interviews with existing work college employees,
- interviews with various RBC stakeholders, and
- interviews with potential industry partners.

The team will present to the Board at the May meeting of the Richard Bland College Committee. Presentation components are expected to include research results and highlights of operational steps, to include:

- timeline for implementation,
- college personnel roles,
- industry partnerships,
- financial considerations, and
- tactical next steps.

Online Program

Work has continued on development and expansion of the College's online program offerings. The expanded portfolio will include new offerings to complement the existing traditional, on-campus program delivery and expand the college's market reach. As the College contemplates the launch of a new online program targeting non-traditional students as part of its Strategic Enrollment Management Plan in support of *Seize Your Potential*, the focus remains on integration of wrap-around support that has become RBC's trademark. A plan for a seamless customer service experience that offers best-in-class services for planning, implementing, and operating online programs will be developed. Anticipated steps to online program launch include:

- Process Review: Examination of current processes,
- Gap Analysis: Identification of shortcomings and/or areas for improvement and development of an action plan to address them, and
- Process Optimization: Streamlining and automation to meet the online program objectives.

SACSCOC Monitoring Report

Given COVID-19 related distractions and Virginia Auditor of Public Accounts (APA) audit delays, RBC was granted a 30-day extension to submit our Monitoring Report response to SACSCOC by May 31, 2020. The APA FY19 financial audit will be a central element of RBC's Monitoring Report to demonstrate compliance. In addition, RBC has concluded its engagement with SB & Company, a private CPA firm, to review the first six months of FY20, as well as FY20 proforma financial statements, to strengthen our response. Both reviews demonstrate positive progress and/or sustained fiscal stability. The APA FY19 audit review and the FY20 independent review will accompany RBC's response to SACSCOC.

Dr. Ken LaTessa**Chief Innovation & Strategy Officer**

Although diverted to projects to support academic and operational transitions during the COVID-19 crisis, the College continues progress in the areas of compliance and system implementation and upgrade. The team has been primarily focused on 1) mitigation of the remaining findings from the internal security audit executed by William & Mary and the completion 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.

The week of March 16, 2020 found the Information & Technical Services (ITS) group ramping into high gear to implement and support a number of spontaneous projects in support of the RBC transition to online instruction and telework. During the time since, ITS has procured portable doc cameras and configured for faculty, brought ZOOM Pro online with single-sign on enterprise-wide, made our office IP phone system available remotely through mobile/desktop apps and single-sign, put a system in place to handle desktop support remotely, implemented Microsoft Bookings so that faculty could better manage office hours, installed exterior wireless in the campus quad and Maze parking lots for campus/community Internet access and spent countless hours training faculty and staff on the processes and systems.

Bryan Roethel, the new ITS Technical Support Manager, started his position on February 25, 2020 and hit the ground running through pure necessity. His performance has been remarkable, and I commend him, Shelly Gresham and Nate Jellerson for their commitment and effort during this quarter.

Internal auditors from William & Mary completed a second round of testing and identified 36 items to be resolved. The team has mitigated 29 (81%) with 7 remaining. The APA audit completed with only a single finding related to VITA oversight of third-party applications.

A number of projects are underway with the objective of improving the user experience; changes were made to the priority order. The eTranscripts project has been moved ahead of the UC4 implementation, which is now expected to go live in mid-May. We continue to plan for 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 built on the Salesforce.org platform. Phase one of construction is well underway with Banner integration and the new admissions module slated to be completed by mid-May.

Finally, after careful assessment and fruitful discussions, W&M and RBC will enter into an MOU that places the infrastructure management (system and database) of the RBC Banner ERP instance under the care of the W&M technical team. This transition is in progress.

Mr. Paul Edwards
Chief Business Officer

Overview

While day-to-day work in the Finance Office continues, some non-routine items have concluded while others have commenced, including tasks related to COVID-19. We have concluded work on the FY19 audit (see results below). In addition, the FY19 RBC-specific review by the APA as well as a review of FY20 Proforma statements by an outside CPA firm have been completed for inclusion in the SACSCOC Monitoring Report.

The Finance team has worked closely with President Sydow on budget modeling, attempting to develop assumptions and forecasts for the upcoming budget year in a currently unstable landscape resulting from COVID-19. After numerous iterations and drafts, the FY21 budget process has concluded. However, we intend to reforecast in the fall in order to update the FY21 budget with more accurate and precise figures once more information becomes known, such as actual enrollment. With assistance from ITS, we have also set up tracking mechanisms to capture COVID-19 specific costs for future reporting needs, and reimbursements if possible.

The Finance Office continues to work on documenting policies and procedures where improvements and changes in business practices have been proven sound. Our project plan is temporarily on hold during the COVID-19 situation. Once this situation is behind us, we will continue to methodically work through our project plan with diligence, keeping a keen eye on detail. I continue to be encouraged by the great work completed thus far. Below is a summary of a few specific items.

Personnel

The Finance team remains strong, cohesive, and energized. At present, several members of the Finance team have transitioned to working remotely. A few are working from their respective offices each day, and a few have adopted a hybrid approach. We have decided to temporarily suspend the search for the Accounts Receivable Manager position due to the hiring freeze. Filling this position remains a priority of the department. We will re-post for this role at a more appropriate time.

Governor's Budget

Prior to COVID-19, the Governor's budget (as amended by the General Assembly) was to include an additional \$154,000 in financial aid appropriation, an additional \$708,000 in compliance funding as well as \$500,000 for tuition moderation. These funds have been "unallotted" by the Governor and General Assembly for FY21. The full funding for RBC's new Academic Innovation Center remains in the approved budget for FY21 at this time.

Audit Results

The FY19 review and the FY19 audit began in December 2019. Finance staff, with some assistance from W&M staff, worked very hard, along with audit staff from the APA, to complete this audit. Finance staff spent countless hours working through schedules and other materials in order to provide requested information and to answer queries made by the APA. The exit conference took place on April 16, 2020 with very positive results noted by the APA, thus bringing an official close to the review and audit for FY19.

RBC has also concluded its work with SB & Company, a private CPA firm, related to a review of the first six months of FY20, as well as FY20 proforma financial statements, to strengthen our upcoming SACSCOC

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Monitoring Report. The review report from SB & Company for FY20, along with the FY19 review and audit from the APA, will accompany RBC's response to SACSCOC in May 2020.

Summary

As everyone is keenly aware, these are challenging and unprecedented times. The Finance team stands ready to meet the challenge by providing the best service and support possible for all stakeholders. We are continuing with our daily work as well as with all of the extra and unusual requests/items that arise daily, even hourly, during this time. We will do everything possible to ensure that the College continues to be fiscally responsible for the resources provided to us, especially now when careful stewardship is absolutely crucial. Even through all of the challenges we currently face and will face in the near future, I am optimistic about and encouraged by the opportunities that lie ahead for the Finance Office and the College as a whole. I truly believe something better for RBC will be born out of the challenges of our current situation.

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

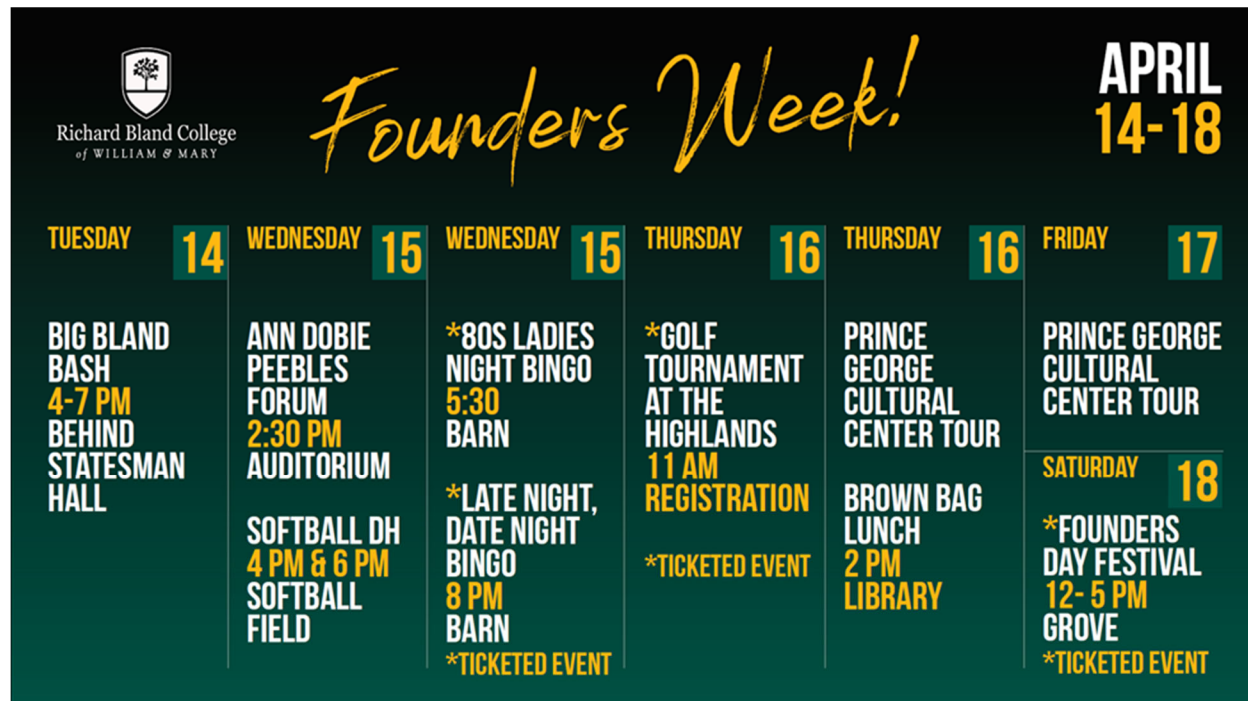
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Dr. Tyler Hart
Chief Development Officer

COVID-19 & Founders Week Activities

The Founders Week activities were designed to celebrate the 60-year anniversary of the College. Those activities were to have begun with the student's Big Bland Bash and ended with the Founders Day Festival.



Founders Week! **APRIL 14-18**

TUESDAY 14	WEDNESDAY 15	WEDNESDAY 15	THURSDAY 16	THURSDAY 16	FRIDAY 17
BIG BLAND BASH 4-7 PM BEHIND STATESMAN HALL	ANN DOBIE PEEBLES FORUM 2:30 PM AUDITORIUM	*80S LADIES NIGHT BINGO 5:30 BARN	*GOLF TOURNAMENT AT THE HIGHLANDS 11 AM REGISTRATION	PRINCE GEORGE CULTURAL CENTER TOUR	PRINCE GEORGE CULTURAL CENTER TOUR
	SOFTBALL DH 4 PM & 6 PM SOFTBALL FIELD	*LATE NIGHT, DATE NIGHT BINGO 8 PM BARN *TICKETED EVENT	*TICKETED EVENT	BROWN BAG LUNCH 2 PM LIBRARY	SATURDAY 18 *FOUNDERS DAY FESTIVAL 12-5 PM GROVE *TICKETED EVENT

NOTE: All events will be rescheduled to Fall, 2020 with the exception of the Founders Day Festival, which will be moved to May, 2021.

We plan to reschedule all the Founders Week activities for Fall 2020, but we will closely monitor and take necessary precautions in response to the COVID-19 pandemic. The Founders Day Festival will be scheduled for spring 2021.

Golf Tournament

The 13th Annual Golf Tournament has been tentatively moved to September 29th at the Golf Club at the Highlands.



Bingo

We have two themed Bingo events that will have to be moved to October, 2020. The first is 80s Ladies Night Bingo where the attendees can dress in 80s themed apparel to double their bingo cards. Tickets are \$25 per person. The prizes for the Bingo rounds will include designer purses and accessories. Multiple sponsorship options are available to include table sponsorships as well as Bingo round sponsorships.



The second event will be Late Night, Date Night Bingo and will feature prizes geared towards couples. Tickets will be \$50 per pair and couples are encouraged to dress as a famous couple to double the amount of Bingo cards they receive.

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The Advancement Committee will continue to plan and work hard to make all of the rescheduled events a success. Plans were underway to distribute festival tickets to members of the rotary clubs, Ruritan clubs, first responders and teachers, including thank you notes in appreciation of their commitment to the College and the community. Each ticket would be free, and they would be able to upgrade them to a tasting ticket for \$10. The Committee chair has challenged each board member to volunteer for at least one of the events, and to sell tickets to the event they will be participating in.

Annual Giving

Annual Giving continues to outpace prior year's giving through the end of March, which is up 16% over FY 2018. The Development team continues to monitor the impact of the COVID-19 economy on giving and is adjusting giving campaign strategies accordingly. About 30% of our annual giving comes at the end of the fiscal year, so if giving is significantly impacted by the economy as a result of the COVID19 pandemic, adjustments will be made to FY 2020 projections.

SCHEV Innovation Grant

Dr. Tiffany Birdsong and Jamie Camp are on track to complete the development of the internship program before the May 31st deadline. Dr. Birdsong is developing course content for the required preparatory course, and Ms. Camp is working on the promotional materials and establishment of an advisory board. Both will be reaching out to solicit employers who are willing to offer paid internships to RBC students beginning in spring 2021.

Mr. Eric Kondzielawa
Director of Operations & Capital Assets

Academic Innovation Center

We received and answered all comments associated with the preliminary drawings and have moved forward to working drawings. These will be submitted to The Department of Engineering and Buildings (DEB) the first week of May, and we expect to go out to bid in July 2020.

Housing and Residential Life

Currently 12 International students are living in residence halls. We are taking the opportunity to revitalize several of the suites and common areas to be ready to welcome new and returning students in the fall. The Office of Residence Life is also working on ways to streamline the application process, as well as maintain social distancing.

Campus wide

We have several small projects on campus to prepare for Fall 2020:

- **Conversion and Resurfacing Tennis Courts** - When we were building the field house, we had to eliminate the outside basketball courts. This new project enables us to modify the existing area to encompass two revitalized tennis courts and an outside basketball court.
- **Sidewalks and Ramp Replacements** - This project has enabled us to rebuild and replace several sidewalks and ramps around campus to keep up with ADA guidelines and to reduce tripping hazards.
- **Rebranding** - This project has begun and will coincide with opening of the Academic Innovation Center, to include new wayfinding signage, pole banners and digital displays around the entire campus.
- **WIFI** - We have installed all the necessary power and equipment around the academic quad as well as Maze hall parking lot to provide internet accessibility 24-7 to students, faculty and staff who do not have internet accessibility to complete their studies or lessons.

Chief Jeff Brown**Director, Campus Safety & Police****Police**

The Department entered the fiscal year with seven goals, and three are complete.

Completed Goals:

- Active Shooter Response Training – an hour-long training program was developed and has been presented to students, faculty and staff multiple times.
- Campus Safety Community Programming – over 16 programs were offered to students, faculty and staff by December 2020, to include drug and alcohol awareness, active shooter, cultural diversity, CPR/AED and fire safety.
- Expand Campus Security Officer Program – a new lead security officer position was implemented and CSO's have been a presence in the Residence Halls, Library, Café and gym.

Remaining Goals:

- Predictive Policing and Crime Trends – the Department has purchased and is working with IDNetworks to install a new Record Management System (RMS) that will provide predictive policing reports and help to identify crime trends and patterns.
- Establish Clery Act Committee – appropriate staff have been identified and the Department is developing the Committee role and purpose statements.
- Focused Deterrence – In consideration of this initiative, the Threat Assessment Team transitioned into a CARES Team in September 2019. The CARES Team model was designed to be a precursor to the concept of focused deterrence. The idea is to identify and discuss students who are not attending classes or are presenting failing grades. Since September, these students are being contacted by the CARE Team members in an effort to encourage success. The CARE Team has expanded and adopted a case management model to track students in trouble, academically or emotionally, and those who pose a threat to the campus community. The Team is meeting every Thursday to review and update each case and develop strategies for student success. The Team has used faculty and learner mentors to reach out to students and has offered on-campus and off campus counseling services. Police officers have been used, as well, for certain higher risk threats. With the College's shift to online learning and the closing of the residence halls, this initiative can no longer proceed. All current student tracking has been moved to the Student Success Office.
- Expand Social Media presence – it was determined to cancel this goal in October 2020 in lieu of a campus wide marketing project.

Emergency Management**COVID-19 Activities**

- Started flu/coronavirus educational campaign February 26 with the installation of hand sanitizing stations
- Developed policy for COVID-19 and implemented it on March 10
- Activated the College COOP and created a webpage for official information on March 10
- Established police response policy March 11
- Established the COVID-19 response team March 12
- Launched remote learning on March 17
- Closed residence halls March 28
- Transitioned to telework March 31