



Richard Bland College  
*of* WILLIAM & MARY

# **WELCOME TO THE RBC COMMITTEE MEETING OF THE BOARD OF VISITORS**

**THE MEETING WILL BEGIN AT 10:30**

**MAY 12, 2020**



Richard Bland College  
*of* WILLIAM & MARY

# **REPORT FROM PRESIDENT AND ADMINISTRATION**

## **RBC COMMITTEE, W&M BOARD OF VISITORS**

MAY 12, 2020

# APA FY19 Audit FINANCIAL COMPLIANCE



# **COVID-19 Management Team**

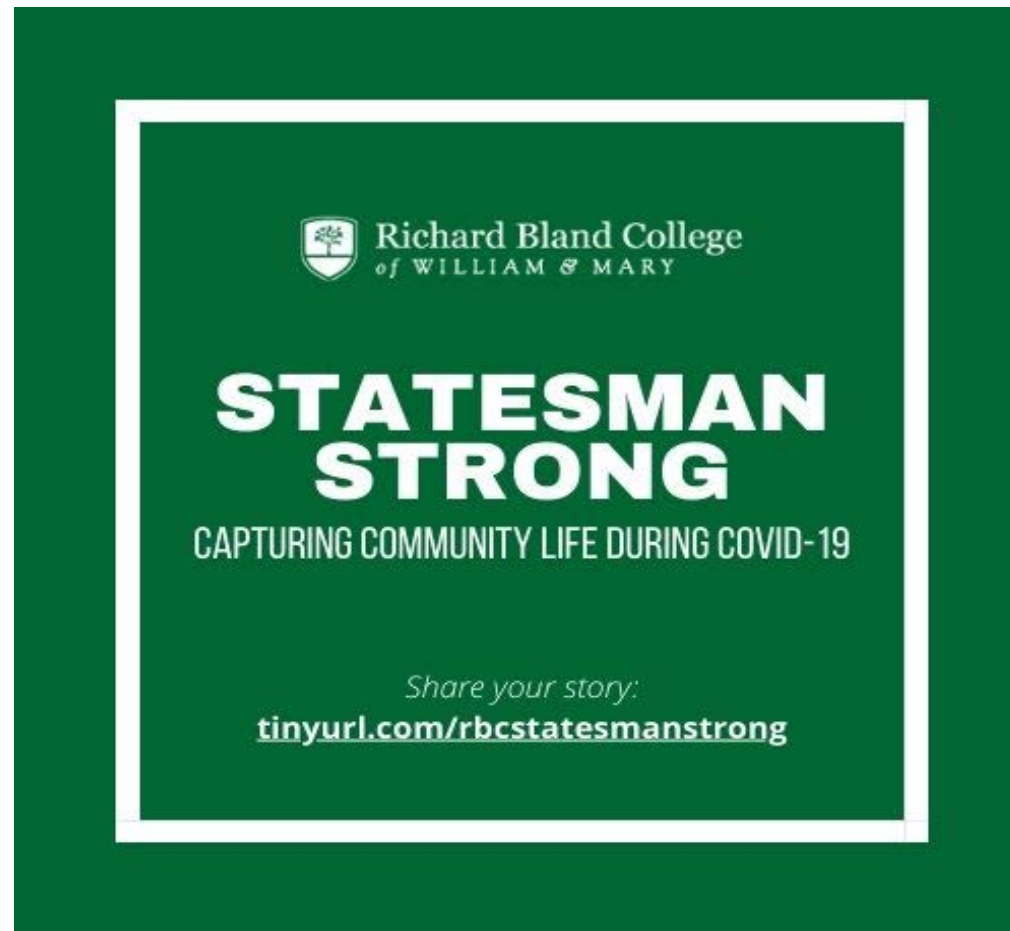
## **Guiding Principles and Priorities**

- Campus Safety and Security
- Academic and Business Continuity
- Make all decisions by consensus and with the most vulnerable among us in mind

## Committees at Work:

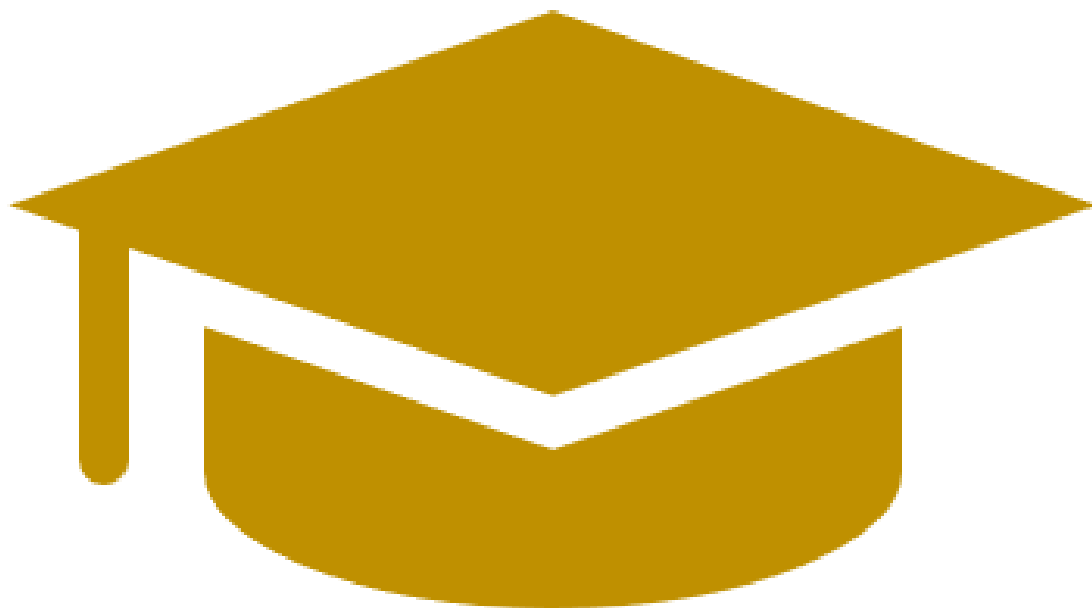
- **Fall Planning Committee** – Dr. Mary Gurnick and Professor Celia Brockway – Co-chairs
- **COVID-19 Re-opening and COOP Steering Committee** – Jeff Brown, Chair

## Statesman Strong Library / Archive Project



# Commencement 2020

## Wednesday, May 13, 6:00 pm



Livestreaming at [www.rbc.edu](http://www.rbc.edu)

<https://vimeo.com/user61876937>

<https://www.youtube.com/user/RBCStatesmen>





Richard Bland College  
*of WILLIAM & MARY*

# STRATEGIC ENROLLMENT MANAGEMENT STEERING COMMITTEE





**CHARGE:** To develop a future-oriented strategic enrollment plan that fulfills the mission of

**SEIZE YOUR POTENTIAL**

TO PREPARE OUR STUDENTS FOR A LIFETIME OF ENDLESS POTENTIAL





## Strategic Enrollment Intelligence

Culture – Data – Analysis



## Strategic Enrollment Plan

SEI Reports

↳ Strategic Alignment

↳ Goal Setting

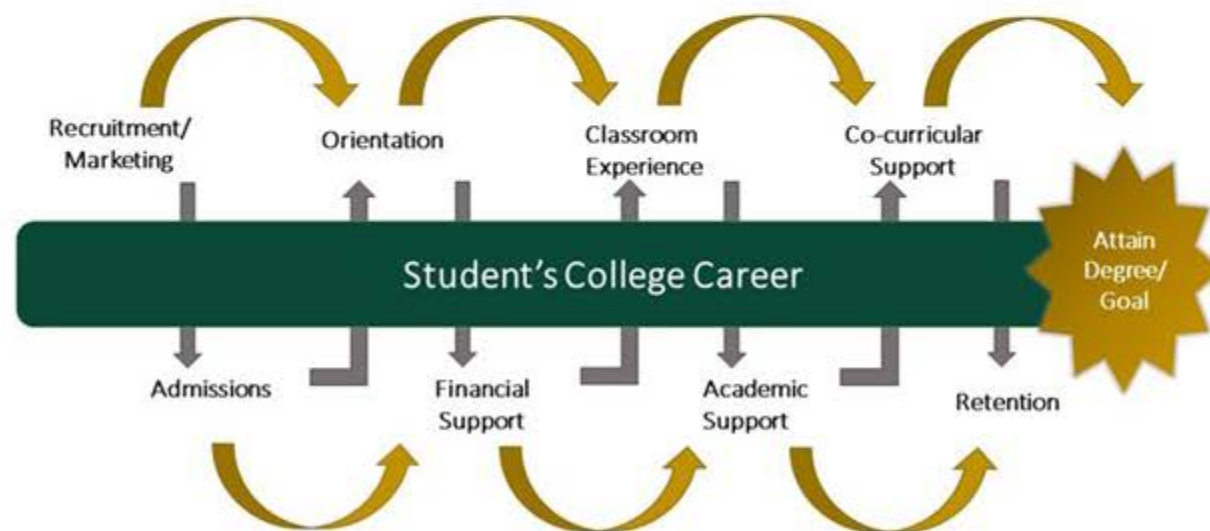
↳ Tactics Execution

↳ KPI Monitoring

## Strategic Enrollment Management Plan

Comprehensive, Holistic Framework that considers:

- Diverse student populations and their respective needs and goals
- Multiple departments and student experiences that affect student enrollment, success, and retention



## Shared Services Work Group

**Ms. Amy Sebring**

W&M Vice President for Finance & Technology

**Mr. Tyler Hart**

Chief Development Officer



## Process to Date

### October 2019

- Set project goals
- Review prior RBC work
- Develop approach
- Validate approach w/ industry expert

### Nov-Dec 2019

- Calculate costs / transaction, RBC v W&M
- Compare current costs to industry standards
- Calculate potential savings

### January 2020

- Rank size of potential savings
- Assess business process alignment
- Prioritize areas for further work

### Late February 2020

- Validate workgroup findings with external consultant

### Feb-March 2020

- Assess level of investment and timeline to reach full Banner integration

### March – April 2020

- Evaluate path to expand RBC's Tier authority

## Internal Review Identified Opportunity for Immediate Gains

- January business process review recommendation: W&M hosts RBC's Banner implementation, saving RBC up to \$150,000 annually
- Hosting transition is underway
  - ✓ W&M/RBC blended team
  - ✓ Analysis of RBC's technical architecture and preliminary technical design has been completed
    - Converting hosting and adding functionality (e.g., etranscripts) where beneficial

## External Review: Validation and New Opportunities

- Engaged Ross Consulting (RC) to review preliminary findings
- RC has a strong national track record; established VCCS statewide shared services center
- RBC needs new revenue to invest in IT integration to realize savings
- Presidents currently considering a recommendation from RC that would have RBC bringing back-office service to W&M, thereby generating revenue needed for IT integration

Service	Year 1	Year 2	Year 3	Year 4
Travel & Expense	\$ 24,951	\$ 26,232	\$ 27,289	\$ 28,134
Accounts Payable	\$ 56,873	\$ 77,944	\$111,686	\$ 30,542
Procurement	\$ 29,392	\$ 38,133	\$ 45,452	\$ 51,161
<b>Total Savings</b>	<b>\$111,216</b>	<b>\$142,309</b>	<b>\$184,427</b>	<b>\$210,979</b>
Collections	\$172,202	\$190,717	\$268,195	\$268,195
Payable Rebates	\$ 67,500	\$ 67,500	\$ 67,500	\$ 67,500
<b>Total New Revenue</b>	<b>\$140,694</b>	<b>\$159,209</b>	<b>\$236,687</b>	<b>\$236,687</b>
<b>Total Gain</b>	<b>\$251,910</b>	<b>\$301,698</b>	<b>\$421,114</b>	<b>\$447,666</b>

## Hybrid Work College Model

**Ms. Stacey Sokol**

Program Manager, Strategic Initiatives

**Mr. David Cullen**

Principal, EAB

**Mr. Stephen Davenport**

Administrative Manager, Office of the President, VCU





Richard Bland College  
*of* WILLIAM & MARY

**MS. STACEY SOKOL**

Program Manager, Strategic Initiatives



Richard Bland College  
*of WILLIAM & MARY*

**RBC ONLINE**

**If We Build It,  
Will They Come?**



Richard Bland College of William & Mary

# **SEIZE YOUR POTENTIAL**

Strategic Plan 2020-2025

What is the role of a selective, two-year, residential, liberal arts transfer institution within the higher education [online] landscape of the Commonwealth of Virginia [and beyond]?

Establish the role of online education at RBC while remaining aligned with RBC's mission:

**TO PREPARE OUR STUDENTS FOR A LIFETIME OF ENDLESS POTENTIAL**

## RBC's Position in Consideration of:

- **Mega-universities:** Liberty, SNHU, University of Phoenix
- **Public colleges and universities**
  - Purdue University Global (Kaplan)
  - University of Maryland Global Campus
- **Exclusively online state institutions:**
  - Rio Salado Community College
  - Charter Oak State College
  - Online Virginia Network – GMU ,ODU and VCCS



## Nontraditional/Post-Traditional Online Learners

- Delay enrollment
- Attend part-time
- Work full-time
- Financial independent
- Have dependents/single parents
- 33% are 25 years or older
- 83% enroll part-time at some point
- 68% are employed while enrolled
- Longer time to degree completion
- 30% have children of their own





## Online Program Organizational and Governance Structure

**New line of business in RBC portfolio**

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**Education as a Service (EaaS):**  
**Flexible Learning – Affordable Training – Learner Centric**

Stand-Alone Courses - Industry Certifications  
Academic Certificates - Stackable Credentials

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**Expected Enrollment Growth:**  
**Broadened Demographic and Geographic Range of Students:**

Increased or additional revenue streams associated with new lines of business  
Enhanced local and regional reputation among industries and peer institutions

## Critical Consideration:

As Richard Bland College contemplates the launch of a new online program delivery, the focus must remain on a seamless customer service experience that offers best-in-class services for planning, implementing, and operating online programs.

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### **Improving adult learner student success requires campus-wide stakeholders to come together to:**

- Develop a sound institutional strategy,
- Plans for execution,
- Systems of accountability, and
- The right mix of data and technology to make it all work



## Steps to Online Program Launch

**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

- OPMs
- Higher Education Academic and Delivery Partners



**Process Optimization:** Streamlining and automation to meet the online program objectives

## Process Optimization

The process review and gap analysis will inform a data-driven feasibility analysis to create a blueprint for success.

Having the infrastructure and specialized processes in place to handle an expansion is critical to the success of the Richard Bland College online program.





Richard Bland College  
*of* WILLIAM & MARY

**MR. PAUL EDWARDS**  
Chief Business Officer



**FY21 Budgeted Revenues**  
**\$18,124,217**

**FY21 Budgeted Expenses**  
**\$18,124,217**



- **FY21 appropriation level with FY20 base budget**
- **FY21 tuition level with FY20 / no tuition moderation funds**
- **Tuition & Fee revenue budgeted at 18,989 credit hours**
- **Auxiliary revenue budgeted at 280 residential students**



## PER STUDENT TUITION & FEE TOTALS



4-yr Public  
Avg. FY20  
Mandatory  
E&G

4-yr Public  
Avg. FY20  
Mandatory  
Non E&G



**RBC FY21**  
Mandatory  
E&G

**RBC FY21**  
Mandatory  
Non E&G

**PELL FY21**  
**\$6,345**

**FY21 Budgeted Revenues  
(in Millions)**

<b>Tuition</b>	<b>3.50</b>
<b>Fees</b>	<b>1.17</b>
<b>Auxiliary</b>	<b>3.05</b>
<b>Appropriations</b>	<b>9.80</b>
<b>Other</b>	<b>0.60</b>
<b>Total</b>	<b>18.12</b>





## Governor’s “unallotted” FY21/22 funds\* to Richard Bland College

### Compliance

FY21: \$708,000 / FY22: \$708,000      \$ 1,416,000

### Financial Aid

FY21: \$154,000 / FY22: \$154,000      \$ 308,000

### Tuition Moderation

FY21: \$500,000 / FY22: unknown      \$ 500,000

### TOTAL

\$ 2,224,000

\* Funds “unallotted” from General Assembly’s approved budget prior to COVID-19

## **FY21 Budgeted Expenses**

(in Millions)

<b>Instruction and Academic Support</b>	<b>3.86</b>
<b>Student services</b>	<b>1.60</b>
<b>Institutional support</b>	<b>3.83</b>
<b>Operation and maintenance</b>	<b>1.10</b>
<b>Auxiliary Services</b>	<b>0.57</b>
<b>Athletics</b>	<b>0.49</b>
<b>Financial Aid</b>	<b>1.31</b>
<b>Non-Personnel Services</b>	<b>5.36</b>
<b>Total</b>	<b><u>18.12</u></b>

- **Hiring freeze**
- **Prioritizing mission-critical spending**
- **Deferring non mission-critical investment**
- **Reduction in administrative expenditures**

## FY21 Richard Bland College Operating Budget Summary

Revenue	FY20 Approved Budget	FY21 Proposed Budget	Change from Prior Year	
			\$ Change	% Change
State General Fund*	9,707,508	9,801,094	93,586	1.0%
Tuition and E&G Fees**	4,817,179	3,502,775	(1,314,404)	-27.3%
Auxiliary Revenue	4,784,115	4,217,198	(566,917)	-11.8%
Other Revenue	350,000	603,150	253,150	72.3%
<b>Total Revenue</b>	<b>19,658,802</b>	<b>18,124,217</b>	<b>(1,534,585)</b>	<b>-7.8%</b>

Operatings Expenditures	FY20 Approved Budget	FY21 Proposed Budget	Change from Prior Year	
			\$ Change	% Change
<b>Personnel</b>				
Instruction	3,696,960	3,662,956	(33,995)	-0.9%
Academic Support	307,603	202,176	(105,427)	-34.3%
Student Services	1,793,555	1,600,445	(193,110)	-10.8%
Institutional Support	4,353,442	3,838,049	(515,393)	-11.8%
Plant Operations	1,036,935	1,097,531	60,596	5.8%
Auxiliary Services	657,820	571,918	(85,902)	-13.1%
Athletics	490,574	486,895	(3,679)	-0.7%
Total, Personnel	12,336,889	11,459,979	(876,910)	-7.1%
Total, Non-Personnel Services	6,015,733	5,358,058	(657,675)	-10.9%
Financial Aid	1,306,180	1,306,180	0	0.0%
<b>Total Expenditures</b>	<b>19,658,802</b>	<b>18,124,217</b>	<b>(1,534,585)</b>	<b>-7.8%</b>

\* Includes Financial Aid

\*\*Net of tuition waivers and allowance for doubtful accounts



Richard Bland College  
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**DR. MARIA DEZENBERG**

Provost



Richard Bland College  
*of WILLIAM & MARY*

# ENROLLMENT OPTIMIZATION





Awareness Campaign

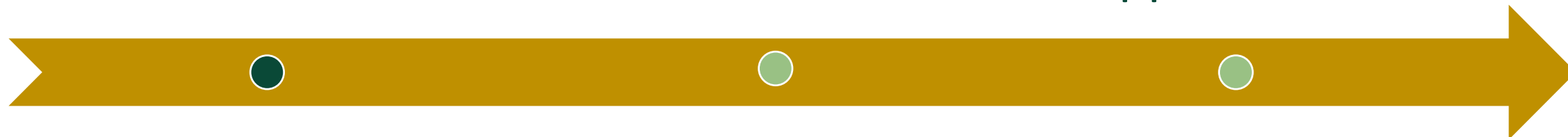
802 Contacts

71 Appointments

20 Applications

Initial Contact

Appointment



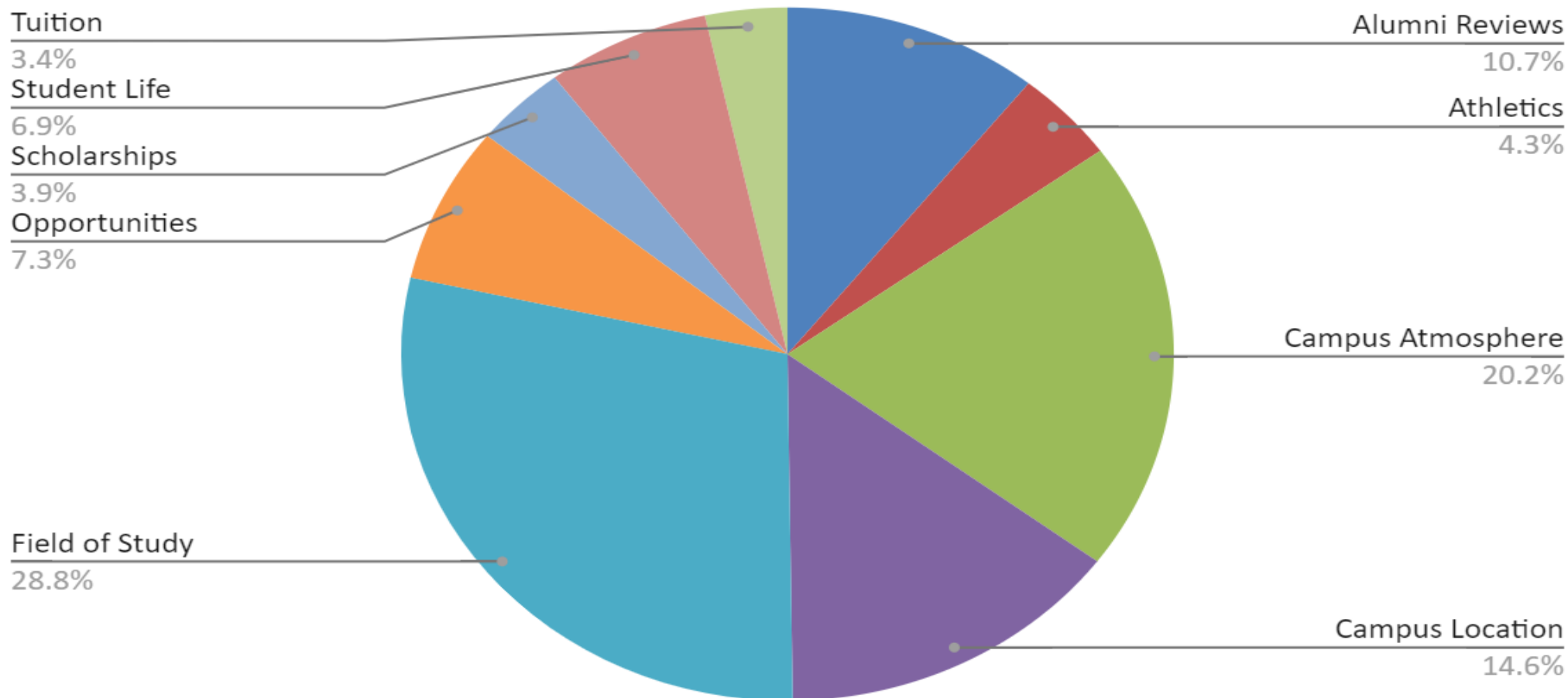
Lead Qualification





## Deciding Factors:

Total sample = 146 students who reported a deciding factor

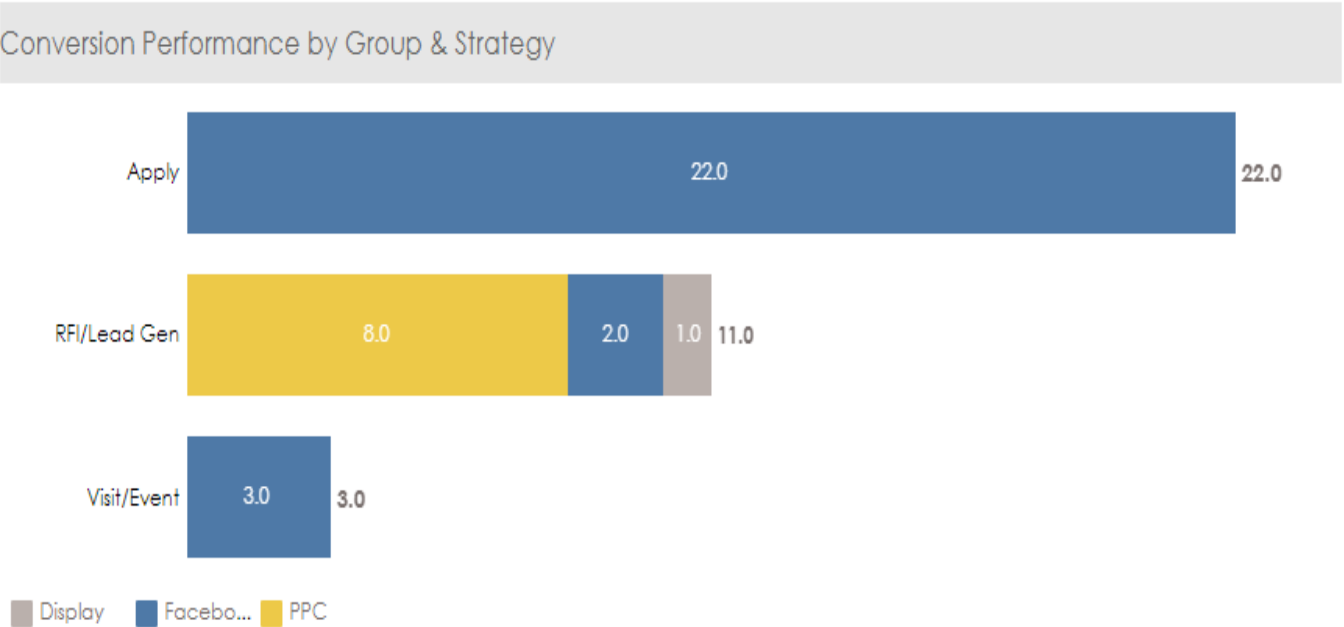
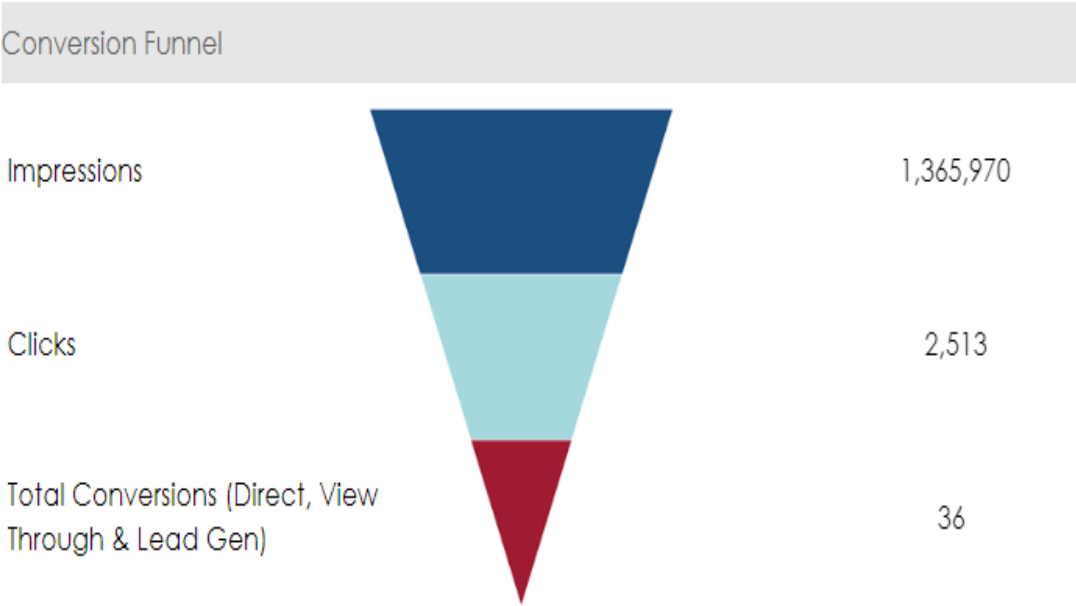




# Carnegie Dartlett Metrics

Core Metrics

Impressions	Clicks	CTR	Lead Generation	Direct Conversion	View Through Conversions
1,365,970	2,513	0.18%	0	18.0	18
▲ 0.00%	▲ 0.00%	0.00%	▲ 0.00%	▲ 0.00%	▲ 0.00%





## Fall 2020 Enrollment

On This Date 4/30/20	Apps	Admits	Confirmations	Registrations
2019	1777	901	386	20
2020	1784	1074	403	106

## Registrations by Student

On This Date 4/30/20	New/Readmit/Transfer	HSC/MC	Continuing	Total Students
2019	20	14	256	290
2020	106	20	257	383

## Registrations by Credit

On This Date 4/30/20	Total Credit Hours
2019	3,273
2020	5,284



## Richard Bland College of WILLIAM & MARY

Virginia's Premier Residential Two-Year College  
is Inviting you to Explore your Future at our  
Virtual Open House

SIGN UP FOR THE VIRTUAL OPEN HOUSE



APPLY FOR FREE TODAY



CAMPAIGN	DATE	TO
Virtual Open House	4-May	INQ & PROS
Create Your Journey - Alden Video	7-May	INQ & PROS
Visit Campus	13-May	INQ & PROS
ESE - Thought Leadership	19-May	INQ & PROS
Affordability	27-May	INQ & PROS
Dorms - Video	2-Jun	INQ & PROS
Programs & Degrees - Classes	8-Jun	INQ & PROS
Seamless Transfer	14-Jun	INQ & PROS
Campus Life - Drone Video	22-Jun	INQ & PROS
Athletics	28-Jun	INQ & PROS
Family Focused	2-Jul	INQ & PROS
Location	8-Jul	INQ & PROS
William & Mary Connection	14-Jul	INQ & PROS
Testimonials	20-Jul	INQ & PROS
(Walkin or) Zoom with an Admissions Counselor	26-Jul	INQ & PROS
TBA	3-Aug	INQ & PROS
Last Chance to Apply!	17-Aug	INQ & PROS





## Virtual Spirit Week

### A FUN EVENT FOR RBC STUDENTS

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Monday, April 27 • Pajama Day

Tuesday, April 28 • Crazy Socks Day

Wednesday, April 29 • Dress for the holidays you miss or love

Thursday, April 30 • Whatcha reading today?

Friday, May 1 • Wear RBC colors

Take a photo each day and post it on Facebook and Instagram using #rbcstatesmen and #virtualspiritweek

Contact: [bthoreson@rbc.edu](mailto:bthoreson@rbc.edu) for more information



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