Strategic Dilemma

Executive MBA – Class of 2020
Team 1
Today’s Speakers

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Research Overview

Design and Execution
In partnership with Richard Bland College, Regis University, Nova Southeastern University, and EAB, we conducted a work college perception survey.

Audiences: High school sophomores, juniors and seniors

Invitation: Personal email message from University Research Partners inviting students to complete the survey

Data Collection: February + March 2020

The Study Was Designed to Identify:
1. Work College appeal
2. Benefits of attending a Work College that resonate most with students
3. Types of schools students are considering
Findings

Which of the following benefits of a Work College is most attractive to you?

Graduating with little or no debt is the leading benefit of attending a Work College.

- Graduating with little to no debt: 57.3%
- Gaining work experience while in college: 30.5%
- Getting a 4-year college degree: 10.4%
- Other: 1.8%
Affordability

Virginia Publics: Average Net Price for Student Awarded Grant of Scholarships Aid

2016-2017

Richard Bland: $13,897

CC Median Cost: $6,679

Source: Richard Bland data analysis
Student Workers vs. Full Time Employees

Example: Landscaping

2 Supervisors (professional staff)
40 Part-time Students

Equivalent of 6 to 8 FTEs

Total Student Hours

Minimum Commitment
10 hrs. per week
150 per semester

Supervisors + Upper Level Roles
15-20 hrs. per week
225-300 hrs. per semester

Source: Interview with Warren Wilson College
Implementation Considerations for Richard Bland

• How would student jobs be funded?
  – Student jobs would need to help offset cost of tuition for a large number of students
  – Corporate partnerships
• Job related training (Students & Faculty/Staff)
  – Supervisor development + training processes
  – Opportunities to increase responsibility and scope of work for students in the program
• Curriculum redevelopment
  – Realignment of academic curriculum for work credit integration
  – Academic terms
• Identify roles and responsibilities that can be performed by students
  – Workforce planning: early retirements, layoffs, reduced FTE, etc.
  – Employment review with HR and Department Heads
Summary Recommendations

• Increase demand and grow applications
• Expand Federal Work Study program
• Develop new internship opportunities
• Identify potential strategic partners
• Continue feasibility research towards hybrid model
  - Political, legal and faculty governance
  - Academic + Work Curriculum: develop pilot programs
  - Financial/funding viability
  - Change management
  - Align brand positioning and associated collateral