

# WILLIAM & MARY

Board of Visitors

Richard Bland College Committee

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November 17, 2020 via Zoom

Victor K. Branch, Chair  
Barbara L. Johnson, Vice Chair

**RICHARD BLAND COLLEGE COMMITTEE  
BOARD BOOK AND PRE-READS  
NOVEMBER 17, 2020**

**Table of Contents**

**RBC Board Book**..... **3**

    Agenda..... 4

    September 22, 2020 Minutes..... 5

    Report of the RBC Faculty Representative..... 10

    Report of the RBC Student Representative..... 12

**Resolution 1:** Resolution to Approve Revised FY21 Operating Budget..... 15

**Resolution 2:** Resolution to Approve Revised FY 2020 – 2021 Tuition and Fees..... 17

**Resolution 3:** Resolution to Approve FY22 Operating and Capital Budget Requests ..... 21

**Resolution 4:** Resolution to Approve Faculty Early Retirement Incentive Plan..... 26

**Resolution 5:** Retirement of Stephen C. Jenkins HVAC Installation and Repair Technician..... 30

**Resolution 6:** Retirement of Joanne H. Williams Dir of Gov Relations and Communications ..... 31

**Pre-Reads**..... **32**

    Statement of Net Position as of June 30, 2020..... 33

    Statement of Revenues, Expenses and Changes in Net Position for Years Ended June 30, 2020.... 35

    Statement of Cash Flows For the Year Ended June 30, 2020..... 36

    RBC Operating Budget Summary FY20 ..... 37

    RBC Operating Budget Summary FY21 (Through 9/30/20)..... 38

    President’s 2020-2021 Goals..... 39

    VA Public Institutions of Higher Education Faculty Early Retirement Plan Approval Process..... 43



# **RBC BOARD BOOK**

**RICHARD BLAND COLLEGE COMMITTEE**

NOVEMBER 17, 2020

9:00 – 11:00 A.M.

ELECTRONIC VIA ZOOM

VICTOR K. BRANCH, CHAIR

BARBARA L. JOHNSON, VICE CHAIR

- |      |   |                                |
|------|---|--------------------------------|
| I.   | Introductory Remarks  | Mr. Branch                     |
| II.  | Approval of Minutes   |                                |
|      | A. September 22, 2020   |                                |
| III. | General Reports   |                                |
|      | A. Report from President and Administration   | Debbie L. Sydow                |
|      | i. Advanced Manufacturing Academy   | Lorin Sodell                   |
|      |   | Betsey Odell                   |
|      | ii. RBC Online / Strategic Education (SEI)  | Terry McDonough                |
|      | iii. Racial Justice & Equity Task Force   | Evanda Watts-Martinez          |
|      |   | Thom Addington                 |
|      | iv. Statesman Safe & Secure Update  | Jeff Brown                     |
|      | B. Report from Faculty Representative - <i>enclosure</i>                              | Tiffany Birdsong               |
|      | C. Report from Student Representative - <i>enclosure</i>                              | Sarah Moncure                  |
| IV.  | Action Materials  |                                |
|      | A. Resolution to Approve FY21 Revised Operating Budget                                | <b>Resolution <u>  1  </u></b> |
|      | B. Resolution to Approve FY21 Revised Tuition & Fees                                  | <b>Resolution <u>  2  </u></b> |
|      | C. Resolution to Approve FY22 Operating and Capital Budget Requests                   | <b>Resolution <u>  3  </u></b> |
|      | D. Resolution to Approve the Faculty Early Retirement Incentive Plan (FERIP) Policy   | <b>Resolution <u>  4  </u></b> |
|      | E. Retirement of Stephen Jenkins, Maintenance Crew Member                             | <b>Resolution <u>  5  </u></b> |
|      | F. Retirement of Joanne Williams, Director of Government Relations and Communications | <b>Resolution <u>  6  </u></b> |
| V.   | Closed Session (if necessary)   |                                |
| VI.  | Discussion  |                                |
| VII. | Adjourn   |                                |

# WILLIAM & MARY

BOARD OF VISITORS

RICHARD BLAND COLLEGE COMMITTEE

ELECTRONIC MEETING VIA ZOOM

SEPTEMBER 22, 2020

9:00A.M.

## DRAFT MINUTES

### COMMITTEE MEMBERS PRESENT ELECTRONICALLY

Mr. Victor K. Branch, Chair

Ms. Barbara L. Johnson, Vice Chair

Ms. Cynthia E. Hudson

Hon. Charles E. Poston

Ms. Lisa E. Roday

Dr. Karen Schultz Kennedy

Dr. Tiffany R. Birdsong, Faculty Representative

Ms. Sarah Moncure, Student Representative

### COMMITTEE MEMBERS ABSENT

Mr. Brian P. Woolfolk

### OTHERS PRESENT ELECTRONICALLY

Dr. Debbie L. Sydow, RBC President

Dr. Maria Dezenberg, Provost

Ms. Ramona Taylor, RBC College Counsel

Ms. Stacey Sokol, Program Manager for Strategic Initiatives

Ms. Cassandra Standberry, Director of Human Resources

Mr. Paul Edwards, Chief Business Officer

Mr. Jeff Brown, Director of Campus Safety and Police Chief

Ms. Celia Brockway, Director of Student Success

Ms. Carrie Nee, University Counsel

Mr. Michael J. Fox, Secretary to the Board of Visitors

Ms. Jessica L. Walton, Deputy Secretary to the Board of Visitors

Members of the President's Council

RBC and W&M students, faculty and staff, and members of the public via YouTube livestream

### CALL TO ORDER

Mr. Victor Branch, Chair, called the meeting to order at 9:02 a.m. The Chair welcomed all participants and members of the public watching online.

The meeting was held in accordance with Item 4-0.01.g of the 2020 Appropriation Act, which provides governing boards with the ability to hold meetings electronically without a quorum present while the Commonwealth is under a State of Emergency.

### APPROVAL OF MINUTES

Recognizing that a quorum was present, Mr. Branch asked for a motion to approve the minutes of the electronic meetings of May 12, 2020 and August 18, 2020. Motion was made by Ms. Lisa E. Roday, seconded by Ms. Barbara L. Johnson, and approved by roll call vote conducted by Secretary to the Board Mr. Michael J. Fox.

**CHAIRMAN BRANCH’S REMARKS**

Mr. Branch commended President Debbie L. Sydow and her leadership team for successfully launching the school year and carrying out College operations in this trifecta crisis period of a pandemic, an economic crisis and social unrest. He stated that the Board looks forward to receiving updates from Dr. Sydow and the team on how the campus is operating in this new normal. The Chair thanked President Sydow and her team for their focus and dedicated leadership, and for following the guidelines established in the Statesman Safe & Secure plan to ensure the safety of the campus community.

**PRESIDENT’S REMARKS**

President welcomed Chairman Branch and members of the Board and noted that the highlight of today’s meeting will be panel discussion with Dr. Tiffany R. Birdsong and four RBC students who will speak to the board and answer questions about their experiences to date since the fall semester began on August 24.

**REPORT FROM THE PRESIDENT and ADMINISTRATION**

President Sydow announced recent action by the SACSCOC Board of Trustees on the decennial reaffirmation of Richard Bland’s accreditation. She noted that this is a significant milestone in the life of every institution of higher education, and she commended the campus community for their diligence, dedication and hard work to achieve this positive outcome. Ms. Stacey Sokol, SACSCOC Liaison and the RBC Institutional Effectiveness Committee have begun to implement data tracking for the Fifth-Year Interim Report and work toward the 2029 reaffirmation process. Chairman Branch congratulated President Sydow and the team on this major accomplishment.

President Sydow introduced the Faculty Early Retirement Incentive Plan (FERIP) and recognized Ms. Cassandra Standberry, Director of Human Resources; Mr. Paul Edwards, Chief Business Officer; and Ms. Ramona Taylor, College Counsel for their work on a plan that is based on Virginia Code 23.1-1302. Mr. Edwards provided a financial analysis. Ms. Standberry provided the human resources analysis, and Ms. Taylor provided the legal analysis.

President Sydow introduced and reviewed the FERIP draft resolution that will be presented for action at the November RBC Committee and Board meetings. Discussion ensued.

Provost Maria Dezenberg provided an enrollment update. Mr. Edwards provided an update on decreases in revenue, expense reductions and a rebalanced budget, pending General Assembly action to approve state appropriations. Mr. Jeff Brown, Director of Campus Safety and Police Chief, provided an update on the Statesman Safe & Secure plan. Ms. Sokol reported on a distance education program—RBC Online—to be launched in the spring semester, providing a project overview and timeline. Discussion ensued. Dr. Birdsong facilitated a student panel discussion with Committee Student Representative Ms. Sarah Moncure, Ms. Julia De La Pena Juarez, Mr. Thulani Jayasinghe and Mr. Holden Merone who provided diverse insights and perspectives about their campus experiences this fall.

Mr. Branch, Ms. Johnson and Dr. Schultz thanked the student participants and Dr. Birdsong, and recognized RBC staff for their dedication to students and their success. President Sydow and Ms. Celia Brockway, Director of Student Success, thanked the Board for their support and recognition.

### **FACULTY REPRESENTATIVE REPORT**

Dr. Birdsong highlighted innovative instructional practices that are using technology in new ways to academically engage students in an online or hybrid environment. From podcasts to live polling to new teaching methods and modes, faculty have stepped up to the challenge of honoring RBC's promise to deliver an exceptional student experience, even in the midst of a pandemic.

### **STUDENT REPRESENTATIVE REPORT**

Ms. Moncure astutely observed in her report that "Students have shown immense resilience and creativity as they keep school spirit and participation alive." She described the collaboration between and among students, faculty and staff to achieve a "new normal that retains the essence of academic and extracurricular engagement from prior years."

### **ACTION ITEMS**

After a brief review of action items, Mr. Branch asked for a motion to approve as a block **Resolution 1: Sexual and Gender-Based Harassment and Interpersonal Violence Policy; Resolution 2: Revisions to the Discrimination, Harassment and Retaliation Policy; Resolution 3: College Workforce Planning and Development Report; and Resolution 4: Retirement of Irene M. Handy, Access & Technical Support Librarian**. The motion was made by Ms. Roday, seconded by Ms. Johnson and approved by roll call vote – 6-0 – conducted by Mr. Fox. Mr. Woolfolk was absent from the meeting.

Chairman Branch brought forth **Resolution HC1: Statesman Safe & Secure Employee Recognition** for consideration by the Committee. Mr. Branch asked for a motion. Motion was made by Ms. Roday, seconded by Ms. Johnson and approved by roll call – 6-0 – conducted by Mr. Fox. Mr. Woolfolk was absent from the meeting.

### **CLOSED SESSION**

Mr. Branch moved the William & Mary Board of Visitors convene into closed session pursuant to Va. Code §2.2-3711.A.1 for discussion of the following: assignment, appointment, performance and salaries of specific officers or employees, including the President, where discussion will necessarily involve evaluation of the performance of specific individuals; and Va. Code §2.2-3711.A.8 for consultation with legal counsel regarding specific personnel and compliance matters requiring legal advice. Motion was seconded by Ms. Roday and approved by roll call vote conducted by Mr. Fox.

The Board members, President Sydow and University Counsel entered the closed session at 10:20 a.m.

**RECONVENED SESSION**

Following the closed session, Board members returned to the open session at 10:49 a.m. Mr. Branch moved that the Board certify by roll call vote that, to the best of each member's knowledge, only matters lawfully exempted from the open meeting requirements under the Freedom of Information Act were discussed, and only matters identified in the motion to have the closed session were discussed. Motion was seconded by Dr. Schultz and approved by roll call vote conducted by Mr. Fox.

**CLOSING REMARKS**

Chairman Branch thanked the Board and the RBC Administration, Faculty and Staff for their continued engagement, support and leadership.

**ADJOURNMENT**

There being no further business, Mr. Branch adjourned the meeting at 10:53 a.m.

September 22, 2020

**CERTIFICATION OF CLOSED SESSION**

WHEREAS, the Board of Visitors of William & Mary has convened a closed session on this date pursuant to an affirmative recorded vote and in accordance with the provisions of The Virginia Freedom of Information Act; and

WHEREAS, §2.2-3712.D. of the Code of Virginia requires a certification by this Board of Visitors that such closed session was conducted in conformity with Virginia law;

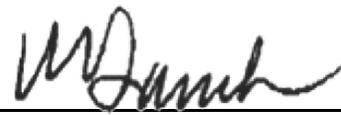
NOW, THEREFORE, BE IT RESOLVED, That the Board of Visitors, reconvening in open session, hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed session to which this certification applies, and (ii) only such public business matters as were identified in the motion convening the closed session were heard, discussed or considered by the Board of Visitors.

VOTE

AYES:       **6**

NAYS:       **0**

ABSENT DURING CLOSED SESSION:   **1**



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Victor K. Branch  
Chair



**Richard Bland College**  
of WILLIAM & MARY

**REPORT OF THE RBC FACULTY REPRESENTATIVE**  
**November 2020**

**Dr. Tiffany Birdsong**

W&M Board of Visitors, RBC Faculty Representative

**Active Faculty Research**

*“Research is formalized curiosity. It is poking and prying with a purpose.” – Zora Neale Hurston*

While our faculty’s primary responsibility is teaching, many individuals continue to engage in robust research pursuits. Across all three of our academic areas there is active research occurring both on campus and beyond. This is particularly commendable during this time as faculty have simultaneously been transitioning to new teaching modes to keep our campus safe and secure. As we look forward to spring, we are also formalizing processes to involve students in faculty research via a research assistantship program. Below is a selection of some of the exciting research in which our faculty are currently engaged.

**Collaboration: Languages and Humanities and Social and Behavioral Sciences Department**

*The College Student Experiences Amid COVID-19* study addresses the need to understand how the pandemic has affected students of higher education. This project has received IRB approval, and data collection is underway. Students are being assessed to gain insight into their experiences related to various domains, including well-being, attitudes, adjustment, physical and mental health, and situational contexts that may be relevant in understanding the full picture of their experiences during this time. This broad scale of topics allows researchers to capture a wide range of experiences to better understand the individual’s frame of mind amid the COVID-19 era.

**Social and Behavioral Sciences Department**

Dr. Vanessa Stout will be contributing to *Migrants and Refugees in Times of Crisis*, published by The European Public Law Organization. The collective volume will investigate the social impact of the context of the crisis on migrants and refugees in a global framework. The volume aims to critically investigate the correlation of migration and various forms of crises. In her chapter, “In

November 17, 2020

Page 2 of 2

the Streets Where I Live' The Nigerian Experience with Racism and Discrimination in Dublin's Cityspace," she provides a snapshot of Nigerian lived experiences in Dublin's cityspace. She examines strategies Nigerian immigrants use to combat racism and other forms of discrimination in the city.

#### **Natural Sciences, Recent Publication**

Professor Tim Rohrback, et al, (Rohrback TD, Boyd AE, Grizzard PJ, Spiegel S, Allegood J, Lima S) published *A Simple Method for Sphingolipid Analysis of Tissues Embedded in Optimal Cutting Temperature Compound*. [J Lipid Res. 2020 Jun;61(6):953-967. doi: 10.1194/jlr.D120000809. Epub 2020 Apr 27. PMID: 32341007; PMCID: PMC7269760.] A summary of the article follows:

Currently, when patients have cancers biopsied, part of the sample is used for patient diagnosis but part of the tissue sample is stored for research. Researchers can use the stored tissue to identify potential therapeutic targets. The majority of research has focused on targeting proteins and DNA molecules within the cancerous cells. Recently, researchers have started to recognize the significant role fat molecules can play in cancer development. Unfortunately, the standard process for storing cancerous tissue involves freezing and subsequent thawing of the tissue, which destroys the fat molecules. This publication proposed a new thawing method that would keep fat molecules intact and allow researchers to investigate fat molecules as a new avenue of therapeutic targets in cancerous tissues.

#### **Richard Bland College Quality Enhancement Plan (QEP) Update**

The College will offer the Test of Everyday Reasoning (TER) to students in the spring of 2021 as scheduled. The QEP Coordinator, Dr. David Morgan, is in the process of mapping course-level learning outcomes to critical thinking outcomes via the campus assessment tool. Relevant course level outcomes will automatically be mapped to the five critical thinking outcomes during each assessment cycle.

The first issue of the *QEP Newsletter* was sent to faculty this fall. Faculty are currently reporting course modifications to improve student critical thinking and utilizing the VALUE Rubric to assess critical thinking. The 2021 Faculty Development activities will include trainings in enhancing critical thinking in the classroom.

November 17, 2020

Page 1 of 3

**Richard Bland College**  
of WILLIAM & MARY

**REPORT OF THE RBC STUDENT REPRESENTATIVE**  
**November 2020**

**Sarah Moncure**

W&M Board of Visitors, RBC Student Representative

**Richard Bland and William & Mary Collaborations**

There are a series of collaborative efforts between William & Mary and Richard Bland, all of which greatly benefit our student body, and reflect the cooperation and close relationship between both colleges. This year, students have the opportunity to take part in Promise Scholars, Bridge, and Honors. All of these programs provide students with unique opportunities to become familiar with the William & Mary campus community. The programs aim to develop students' academic rigor and to offer support during the university transfer process. The Bridge program allows students to participate in several William & Mary classes at RBC prices, and this enables them to complete credits toward their associate degree while, at the same time, adjusting to academic and campus life at William & Mary. The Honors program provides information and opportunities to high-achieving students, while the Promise Scholars Program, which is a subset of Honors, allows Pell-eligible students an affordable pathway to graduating from W&M. Each of these programs is highly regarded by RBC students. Kathleen Wheeler, a second-year student, says, "The possibility of getting into the Honors Program really helped motivate me to do my best." She continues, saying, "The neat thing about the program is that I have seen that it not only rewards academic success but helps develop it more!" Wheeler, who wishes to transfer to William & Mary, has gotten closer to her academic goals for herself, this year joining the ASPIRE living community for high-achievers.

**COLL Classes Kick-Off**

One feature of the Promise Scholars program is that each semester, the Sophomore Promise Scholars cohort is enrolled in a COLL150 class, instructed by a William & Mary professor. Although traditionally held in person at RBC, this year the Psychology of Body Image class taught by Dr. Meghan Miller meets virtually. Despite this change, the quality of learning and the opportunity for students to become acquainted with William & Mary remains the same, largely because of

November 17, 2020

Page 2 of 3

the exceptional efforts of all involved. Peter Gerges, who joined the sophomore cohort, attests to the vitality of this collaborative effort between the colleges:

Promise and our COLL class have given me the opportunity to see how W&M classes will be, which really helps me feel confident about my academic path. While the class is hard, our professor is friendly and always there for us students.

Peter says the program has given the reassurance that his RBC-to-W&M path was right for him. Dr. Meghan Miller encourages students to utilize the W&M writing center, and she introduces the cohort to different current and former W&M students, all virtually over ZOOM. Dr. Miller shares:

I hope that I have worked hard to let the students know I see them likely to succeed at William & Mary if they keep working hard and if we all do our part in keeping advising support in place, if we keep creating a sense of community within the student group and between RBC and W&M faculty, and if we work hard to ensure that the students in the COLL classes have connections to W&M resources built into the course.

### **The Bridge Program Adjusts**

In the past, the Bridge Program has allowed RBC students to take a host of courses at William & Mary. Once again, this year things look rather different. Due to safety precautions, the Bridge Program is not currently providing students with transportation to Williamsburg, and classes have moved online. However, after a brief adjustment period, student interest is still captured and many look forward to participating next semester. Cassidy Richardson, a second-year Honors student at RBC, participated in the William & Mary Bridge program this past spring semester and is looking forward to participating again in the upcoming spring semester. Cassidy believes that the Bridge Program is an amazing and affordable opportunity for RBC students who are interested in transferring to William & Mary. She says, "The Bridge program truly allows RBC students to get a taste of campus life and academics while also making meaningful connections with William & Mary students, faculty and staff." She loves the extensive course options that are offered through the program. A lot of the classes also allow a student to receive credit toward their associate degree. Cassidy took an Ethics class this past spring semester and says:

Taking an Ethics class through the William & Mary Bridge program really helped me to cultivate my critical thinking skills and analysis of Philosophy. It sparked my interest in this field of study and inspired me to take another Philosophy course this semester.

### **Honors Opportunities**

Through the Honors program students are connected with opportunities such as the William & Mary Courageous Leadership Institute, a four-week long course which builds and develops leadership skills. The program is led by W&M faculty, as well as former and current students.

November 17, 2020

Page 3 of 3

Honors provides on many occasions the ability to meet with W&M staff at transfer-related events. So far, students are responding enthusiastically to these opportunities provided by Honors, evidenced by high participation at events.



**Richard Bland College**  
of WILLIAM & MARY

**RESOLUTION TO APPROVE REVISED FY21 OPERATING BUDGET PROPOSAL**

The revised FY21 operating budget for Richard Bland College (RBC) is presented below.

**Revenue Budget**

Three major sources of revenue support RBC’s operations:

1. state general fund appropriations to support the academic mission (*i.e.*, E&G program) and need-based student financial aid;
2. student tuition and mandatory E&G fees to support the academic mission; and
3. student fees for auxiliary programs, including housing, dining, and student activities.

The FY21 budget reflects state general fund support appropriated for RBC based on final actions of the 2020 General Assembly Session. In addition, it includes anticipated tuition and fee revenue based conservatively on 18,989 credit hours for the 2020-2021 academic year, which is 21% below FY20 levels due to anticipated effects of COVID-19.

The auxiliary revenue estimates for FY21 are conservatively based on a 60% occupancy level. Other sources of auxiliary revenue are based on student dining contracts and the comprehensive auxiliary fee paid by students, which is used to support athletics, student recreational services, parking and transportation and other student programs.

In total, projected revenues for FY21 are expected to reach \$18.8 million as reflected in the table below.

**Expenditure Budget**

A zero-based budgeting approach was employed to derive the expenditure side of the FY21 operating budget. The FY21 budget reflects anticipated personnel and non-personnel costs by major program (*i.e.*, Educational & General, Financial Aid, and Auxiliary Services).

In total, expenditures for FY21 are expected to be \$18.8 million as shown in the table below.

**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	11,128,294	1,420,786	15%
Tuition and E&G Fees**	4,817,179	5,005,558	188,379	-54%
Auxiliary Revenue	4,784,115	2,103,912	(2,680,203)	-56%
Other Revenue	350,000	603,150	253,150	72%
<b>Total Revenue</b>	<b>19,658,802</b>	<b>18,840,914</b>	<b>(817,888)</b>	<b>-4%</b>

Operating Expenditures	FY20 Approved Budget	FY21 Proposed Budget	Change from Prior Year	
			\$ Change	% Change
<b>Personnel</b>				
Instruction	3,696,960	3,662,956	(34,004)	-1%
Academic Support	307,603	202,176	(105,427)	-34%
Student Services	1,793,555	1,736,888	(56,667)	-3%
Institutional Support	4,353,442	3,337,545	(1,015,897)	-23%
Plant Operations	1,036,935	1,097,531	60,596	6%
Auxiliary Services	657,820	558,019	(99,801)	-15%
Athletics	490,574	459,552	(31,022)	-6%
Total, Personnel	12,336,889	11,054,667	(1,282,222)	-10%
Total, Non-Personnel Services	6,015,733	7,003,983	(988,250)	-16%
Financial Aid	1,306,180	752,264	(553,916)	--42%
<b>Total Expenditures</b>	<b>19,658,802</b>	<b>18,840,914</b>	<b>(817,888)</b>	<b>-4%</b>

\* Includes Financial Aid

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

**THEREFORE, BE IT RESOLVED**, that upon recommendation of the President, the William & Mary Board of Visitors approves the revised 2020-21 operating budget for Richard Bland College.



**Richard Bland College**  
*of WILLIAM & MARY*

**RESOLUTION TO APPROVE REVISED FY 2020 - 2021 TUITION AND FEES**

The following Tuition and Fees are recommended by the administration to meet the 2020 – 2021 funding requirements for academic programs, student support services, and auxiliary services. The funding enables the College to continue to advance its mission and the 2020-2025 strategic plan (RBC-25) goals. This represents a pricing strategy that is intended to optimize affordability and educational excellence for students.

The proposed FY 2021 in-state Tuition and Mandatory E&G Fees per credit hour rate of \$200 constitutes no increase to the current FY20 rates and remains one of the lowest in the Commonwealth. To remain competitive and to more appropriately align out of state Tuition and Mandatory E&G Fees with that of in-state Tuition and Mandatory E&G Fees, the out of state Tuition per credit hour rate will be reduced to \$386. Further, to separate the College’s online course offerings from the traditional on-campus courses and then to expand upon those offerings, distinct online Tuition and Mandatory E&G Fees categories were established with a proposed per credit hour rate of \$199. Additionally, a new rate of \$333 per credit hour is being added for the new Verto program.

For FY 2021, it is recommended that mandatory Auxiliary Comprehensive fees for in-state and out-of-state students also remain constant with no increase to the current FY20 rates.

For FY 2021, pricing for all residential rooms will remain equal to the current FY20 rates. All residents will be required to purchase a meal plan. The meal plan cost will remain unchanged as well.

A proposed FY 2021 tuition and fee summary sheet is attached.

RBC’s goal remains to deliver high quality educational programming, high-value university pathways and innovative education models to students while minimizing student cost.

**WHEREAS**, that the William & Mary Board of Visitors, on the recommendation of the President, recognizes the unforeseen financial circumstances impacting our students and their families, may require the College to adjust or reconsider non-mandatory fees and charges,

Board of Visitors

Resolution   2  

November 17, 2020

Page   2   of   4  

**WHEREAS**, maintaining FY 2021 tuition and mandatory fees at current FY 2020 levels will result in no significant increase in these charges for the College's returning or incoming students;

**THEREFORE BE RESOLVED**, that the President and the Chief Business Officer are granted the authority and the discretion to determine whether non-mandatory fees will be waived or applied for courses, programs, and activities; and

**BE IT FURTHER RESOLVED**, that upon recommendation of the President, the William & Mary Board of Visitors approves the revised FY 2020- 2021 Tuition and Fee Summary as presented for Richard Bland College for the 2020 - 2021 fiscal year.

**RICHARD BLAND COLLEGE  
FY 2020-2021 TUITION AND FEE SUMMARY**

	ACTUAL FY20	PROPOSED FY21	PERCENT CHANGE	DOLLAR CHANGE
<b>IN-STATE<sup>1</sup></b>				
Per Credit Hour Taken				
Tuition	\$ 193	\$ 193		
E&G Technology Fee	\$ 7	\$ 7		
<b>Total Tuition and E&amp;G Fees</b>	<b>\$ 200</b>	<b>\$ 200</b>	0.00%	\$ -
Auxiliary Comprehensive Fee	\$ 70	\$ 70		
<b>Total In-State Tuition &amp; Mandatory Fees</b>	<b>\$ 270</b>	<b>\$ 270</b>	0.00%	\$ -
<b>OUT-OF-STATE (domestic)<sup>1</sup></b>				
Per Credit Hour Taken				
Tuition	\$ 650	\$ 386		
E&G Technology Fee	\$ 7	\$ 7		
<b>Total Tuition and E&amp;G Fees</b>	<b>\$ 657</b>	<b>\$ 393</b>	-40.18%	\$ (264)
Auxiliary Comprehensive Fee	\$ 70	\$ 70		
<b>Total In-State Tuition &amp; Mandatory Fees</b>	<b>\$ 727</b>	<b>\$ 463</b>	-36.31%	\$ (264)
<b>OUT-OF-STATE (international)<sup>1</sup></b>				
Per Credit Hour Taken				
Tuition	\$ 650	\$ 650		
E&G Technology Fee	\$ 7	\$ 7		
<b>Total Tuition and E&amp;G Fees</b>	<b>\$ 657</b>	<b>\$ 657</b>	0.00%	\$ -
Auxiliary Comprehensive Fee	\$ 70	\$ 70		
<b>Total In-State Tuition &amp; Mandatory Fees</b>	<b>\$ 727</b>	<b>\$ 727</b>	0.00%	\$ -
<b>ONLINE<sup>2</sup></b>				
Per Credit Hour Taken				
Tuition	\$ 193	\$ 192		
E&G Technology Fee	\$ 7	\$ 7		
<b>Total Tuition and E&amp;G Fees</b>	<b>\$ 200</b>	<b>\$ 199</b>	-0.50%	\$ (1)
<b>Total Online Tuition &amp; Mandatory Fees</b>	<b>\$ 200</b>	<b>\$ 199</b>	-0.50%	\$ (1)
<b>VERTO PROGRAM</b>				
Per Credit Hour Taken				
Tuition		\$ 333		
<b>Total Tuition and E&amp;G Fees</b>		<b>\$ 333</b>		

**OTHER FEES**

Application Fee	\$ 50	\$ 50	0.00%	\$ -
Blended Room Average	\$ 7,799	\$ 7,799	0.00%	\$ -
Room Change Fee	\$ 50	\$ 50	0.00%	\$ -
Room Damage Deposit	\$ 150	\$ 150	0.00%	\$ -
Basic Residential Meal Plan annual <sup>3</sup>	\$ 2,240	\$ 2,240	0.00%	\$ -
Transcript Fee	\$ 7	\$ 7	0.00%	\$ -
Late Fee	\$ 50	\$ 50	0.00%	\$ -
Returned Check Fee	\$ 50	\$ 50	0.00%	\$ -
Parking Ticket (Per Violation)	\$ 30	\$ 40	33.33%	\$ 10
Lab Material Fee (Science)	\$ 48	\$ 60	25.00%	\$ 12
Art Fee	\$ 35	\$ 35	0.00%	\$ -
Math Fee	\$ 75	\$ 75	0.00%	\$ -
Distance Education Fee (per credit hr)	\$ 25	\$ 25	0.00%	\$ -
Capital Outlay Fee (out of state only) <sup>4</sup>		\$ 90	100.00%	\$ 90

<sup>1</sup> In state/out of state applies to on campus, in-seat courses.

<sup>2</sup> Online rate applies to online only courses taken by any student type

<sup>3</sup> Mandatory for all residential students, includes dining dollars

<sup>4</sup> State mandated E&G fee required of OS students to support costs associated with capital projects funded by the Commonwealth



**Richard Bland College**  
*of WILLIAM & MARY*

**RESOLUTION TO APPROVE FY22 OPERATING AND CAPITAL BUDGET REQUESTS**

In anticipation of the 2021 General Assembly session and consistent with guidance from the Governor’s Office on the administration’s priorities, for the upcoming 2020-2022 Appropriation Act, Richard Bland College (RBC) will seek funding support for three priorities during the upcoming session. These priorities are outlined below.

**PRIORITY 1: COMPLIANCE**

<b>Proposed Request:</b>	<b><u>FY22</u></b>	<b><u>FY23</u></b>
	\$708,400 GF	\$708,400 GF

Through a previous budget allocation, Richard Bland College responded well to the recurring APA (Auditor of Public Accounts) findings of non-compliance as well as the recent SACSCOC (Southern Association of Colleges and Schools Commission on Colleges) finding of non-compliance related to financial resources. Enhanced administrative infrastructure (technology solutions and adequate RBC staffing) remains necessary to achieve 100% compliance and to minimize risk to the College and the Commonwealth.

**Two (2) ITS Resources Staff Members**

Internal audits and APA identified issues related to separation of duties and change management. These are a direct result of too few resources with specific skill sets limiting the team’s ability to distribute workload and responsibility given NIST/VITA standards.

FY22: \$258,000 / FY23: \$258,000 \$ 516,000

**Two (2) HR Resources Staff Members**

Resources needed for compliance in employee recruitment/onboarding and training.

FY22: \$130,600 / FY23: \$130,600 \$ 261,200

**One (1) Financial Aid Staff Member**

Resources needed for compliance management.

FY22: \$74,800 / FY23: \$74,800 \$ 149,600

**Technical Systems**

Additional and/or expanded for Personal Management, Financial Reporting and Security Monitoring are needed to ensure compliance with required standards.

FY22: \$120,000 / FY23: \$120,000 \$ 240,000

**Compliance Manager**

Oversees maintenance of policy manual, ongoing compliance training for personnel, SACSCOC standards, Title IX and Clery Act management and training responsibilities and other compliance-related matters.

FY22: \$125,000 / FY23: \$125,000 \$ 250,000

**PRIORITY 2: FINANCIAL AID**

<b>Proposed Request:</b>	<b><u>FY22</u></b>	<b><u>FY23</u></b>
	\$650,000 GF	\$650,000 GF

Richard Bland College is located in the Petersburg community, an economically depressed region whose ongoing challenges are well documented. The College serves a large number of at-risk, low income and first-generation Virginia students, many of whom cannot attend and complete a college credential without strong financial support.

**Financial Aid Support**

500 students at \$1,000 each per year

FY22: \$500,000 / FY23: \$500,000 \$ 1,000,000

**Institutional Work Study**

Institution-based work study to pilot work-service-learning programming supporting 55 students

FY22: \$150,000 / FY23: \$150,000 \$ 300,000

**PRIORITY 3: GUIDED PATHWAYS FOR SUCCESS AT RICHARD BLAND COLLEGE (GPS@RBC)**

<b>Proposed Request:</b>	<b><u>FY22</u></b>	<b><u>FY23</u></b>
	\$1,252,000 GF	\$1,252,000 GF

**Supports Access and Enrollment; Retention, Completion and Time to Degree; and Workforce Alignment and Retention of Graduates**

In 2015, Richard Bland College launched a pilot program, ESE@RBC (Exceptional Student Experience), in support of the College’s aspirational goal of 100% student success. As a means of addressing the needs of its largely first generation and socio-economically disadvantaged student body, ESE@RBC utilizes predictive analytics tools to improve student retention and on-time completion of degrees. Each student is assigned a Learner Mentor who uses real-time information to keep students on track, providing a one size fits one solution for each student’s personal success. The pilot program has yielded positive results. Retention is up by 14.6% since 2016 (fall to fall, first time student, graduates, excluded).

Research strongly suggests that the ESE@RBC pilot program should evolve into a fully implemented guided pathways framework that provides a clear and compelling student value proposition. This framework is comprised of 1) easy to navigate onboarding, 2) clearly defined pathways that outline workforce-friendly majors and credentials, and effective processes for entering a pathway, 3) fast track programs to get academically underprepared students into and through crucial English and math courses, 4) high-touch, intensive student-centric support across the College, and 5) tools for faculty, staff and students that provide useful information about assessment and progress. The design and implementation of this comprehensive program, Guided Pathways for Success at Richard Bland College (GPS@RBC), is the primary focal point of the RBC six-year plan and the future-sighted strategic plan of the College that will continue to advance 100% student success as a primary goal.

The new paradigm combines the benefits of the Learner Mentor, one size fits one culture with the research-proven effectiveness of the guided pathway tenants. Additionally, a work-curriculum integration component will integrate the academic experience with key career-building skills, job/internship experience and beneficial career services.

**Four (4) Additional Learner Mentors**

Reduce case load to approximately 125 students per Learner Mentor.

FY22: \$326,500 / FY23: \$326,500 \$ 653,000

**Student Success Program Manager**

Provides leadership and direction to GPS@RBC, including supervising Learner Mentors and student success staff. This crucial position ensures the student value proposition is properly provided and that all students have an exceptional experience.

FY22: \$125,000 / FY23: \$125,000 \$ 250,000

**Case Management System**

Complete implementation of central case management system that provides real-time activity and 360-degree view of students throughout lifecycle. This includes integration, development, and licensing costs.

FY22: \$290,000 / FY23: \$290,000 \$ 580,000

**Predictive Modeling Technology**

Research and development necessary to expand the use of predictive modeling as an early warning system as students' progress through their defined pathway.

FY22: \$150,000 / FY23: \$150,000 \$ 300,000

**Online/Dual Enrollment Support**

Coordinator (1) and dedicated Learner Mentor (1)

FY22: \$150,000 / FY23: \$150,000 \$ 300,000

**Online/Dual Enrollment Integration**

Licensing costs required to bring students onto existing platforms.

FY22: \$75,000 / FY23: \$75,000 \$ 150,000

**Work-Curriculum Integration Pilot Program Director**

Integrate work-curriculum component into the student experience with focus on business/industry partnership development.

FY22: \$135,500 / FY23: \$135,500 \$ 271,000

**\*All costs for staff positions includes salary + benefits**

**TOTAL INCREASE REQUESTED FOR GENERAL OPERATING FUNDS FOR  
FY21/FY22:**

**\$ 5,220,800**

**Richard Bland College requests approval by the Board of Visitors to pursue these funding priorities as part of the College's 2020-2022 legislative strategy.**

**WHEREAS**, the Board of Visitors recognizes the Commonwealth's interest in growing the number of citizens with higher education credentials; and

**WHEREAS**, the College has demonstrated the effectiveness of its unique retention program that utilizes predictive analytics and personalized support; and

**WHEREAS**, the Board of Visitors recognizes the importance of preparing students, particularly in the Petersburg area, for academic and career success through higher education;

**THEREFORE, BE IT RESOLVED**, that upon the recommendation of the President of Richard Bland College, the William & Mary Board of Visitors approves the administration's proposed FY22 legislative budget priorities.



**Richard Bland College**  
*of WILLIAM & MARY*

**RESOLUTION TO APPROVE  
FACULTY EARLY RETIREMENT INCENTIVE PLAN**

**WHEREAS**, at its February 7, 2020 meeting, the Board of Visitors approved *Resolution 1, 2020-2025 Strategic Plan for Richard Bland College, Seize your Potential*, which sets forth goals, objectives and performance indicators that will provide focus and direction for the future academic success and fiscal sustainability of the College; and

**WHEREAS**, the unprecedented challenge of the COVID-19 pandemic has accelerated the pursuit of efficiencies and resource reallocation as a means of achieving financial sustainability while, at the same time, achieving strategic priorities such as online programming; and

**WHEREAS**, §23.1-1302 of the Code of Virginia (Virginia Code) grants the governing Board of Visitors the authority to establish compensation plans designed to provide incentives for voluntary early retirement of teaching staff employed in non-classified, faculty positions; and

**WHEREAS**, the Richard Bland College administration has determined that the establishment of a Faculty Early Retirement Incentive Plan (FERIP) would be beneficial to the College and consistent with its strategic goals as stipulated in *Seize Your Potential*;

**THEREFORE, BE IT RESOLVED**, that upon recommendation of the President and subject to and following the approvals and reviews required pursuant to Virginia Code § 23.1-1302, the Board of Visitors approves Richard Bland College’s Early Retirement Incentive Plan; and be it

**FURTHER RESOLVED**, that the Board approves the total cost for such FERIP as presented to the Board; and, be it

**FURTHER RESOLVED**, that this resolution shall take effect immediately upon approval by the Board.

**Policy Number: 1270****Policy Name: Faculty Early Retirement Incentive Plan (FERIP)****Responsibility for Maintenance: Director of Human Resources****Policy Statement**

The Faculty Early Retirement Incentive Plan (FERIP) has been designed to provide incentives for voluntary early retirement of continuing, full-time faculty. This plan is designed to provide the college with increased flexibility in the allocation of faculty positions; to facilitate the hiring of new faculty members who have credentials and experiences that will best support and enhance the mission and strategic goals of the college; accommodate the needs of the College; and to help alleviate the financial hardship of early retirement for eligible faculty. FERIP is not intended as a replacement for normal discipline, nor is it intended to be an entitlement or fringe benefit for faculty. This plan is a management tool specifically intended to aid in the financial sustainability of the College.

The Board of Visitors reserves the right to adopt, modify, amend or repeal any FERIP, which may be subject to changes as required by the laws and policies of the Commonwealth. Any changes made to the Plan will apply prospectively and not retroactively.

**Definition(s)**

**Eligible Faculty:** All full-time faculty with tenure or a contractual right to continued employment.

**Early Retirement:** The offer of certain compensation and benefits associated with a faculty member retiring prior to what would be considered 'normal' retirement in terms of age and/or length of state service, if the president determines that an offer under this policy is in the best interest of the College.

**Early Retirement Plan:** Statutorily authorized compensation plan designed to provide incentives for voluntary early retirement of teaching and research staff employed in non-classified, faculty positions.

**Enhanced Retirement:** State workforce transitional severance option available to those employees subject to involuntary termination of employment as a result of layoff, budget shortfalls, financial exigency, workforce reduction or workforce transition.<sup>1</sup> This option is distinguished from early retirement because enhanced retirement is involuntary where early retirement is voluntary. A faculty member is not eligible for enhanced retirement benefits once they begin participating in a faculty early retirement plan. Please refer to the Department of Human Resource

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<sup>1</sup> Virginia Retirement System Enhanced Retirement - <https://www.varetire.org/members/benefits/severance-benefits/tbp/enhanced-retirement.asp>

Management (DHRM) for information about the Commonwealth's Transitional Benefits Program.<sup>2</sup>

### **Eligibility**

An eligible faculty member must (1) be at least 60 years of age; (2) have completed at least 10 years of full-time service at Richard Bland College; (3) have been awarded tenure or hold a specified-term appointment; and (4) agree to withdraw from active membership in the Virginia Retirement System (VRS) (<http://www.varetire.org>) and/or Optional Retirement Plan (ORP). If the faculty member retires or separates under this FERIP, the College will cease contributions to the faculty member's VRS or ORP account as of the effective date of retirement.

**It is the responsibility of the prospective participant in the Plan to determine how any election of this retirement plan will affect his or her retirement benefits. Participants should contact Human Resources for retirement planning assistance.**

### **Overview**

#### **A. General Provisions and Framework**

1. Early retirement incentive plans, policies and practices must comply with state law and regulations as specified by the General Assembly of Virginia.
2. Early retirement agreements, as used in the context of this document, apply only to eligible faculty, including those who have an interim or temporary administrative assignment.
3. The FERIP provides an incentive for immediate separation (or retirement) of faculty from continuing employment with the College.
4. Early retirement agreements must be mutually agreeable. A faculty member is not automatically entitled to benefits for which provision is made in this early retirement plan, and the College cannot require a faculty member to accept early retirement.
5. In the event a faculty member becomes permanently and totally disabled after a FERIP agreement is signed, but before its effective date, the College, nevertheless, will be responsible for providing payments for which provision is made in the agreement. In the event a faculty member dies after a FERIP agreement is signed, but before its effective date, the College will not be responsible for any payments under the agreement, and such agreement shall be considered null and void.

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<sup>2</sup> DHRM Layoff – Severance-Temporary Workforce Reduction - <https://www.dhrm.virginia.gov/layoff>

## **B. Implementation and Process**

1. The College President, in consultation with the Director of Human Resources and the Chief Business Officer, will determine during the spring semester of each academic year whether the plan will be offered in the following academic year. Provision will be made for notification of the availability of the FERIP.
2. The FERIP may only be used when the College has established a unique enrollment period that will be communicated by the Office of Human Resources.
3. Funds to support the plan will be derived from excess revenue. The total annual costs for this plan shall not exceed one percent of the College's general fund appropriation for faculty salaries and associated benefits.

## **C. Components of the Plan**

### **1. Financial Incentive**

Incentives will vary depending on retirement plans, continuous years of service with the College, and individual priorities.

The total value of the options selected by a participant may not, in any case, exceed 150% of the individual faculty member's "base annual salary," per Section § 23.1-1302 Code of Virginia (1950), as amended.

### **2. Incentive Options<sup>3</sup>**

1. Enhanced Retirement (up to 7 years)
2. Lump Sum Payment (Cash Payment)
3. Health Insurance Stipend
4. Severance payments
5. Bonuses

### **Related Document(s)**

FERIP Agreement,  
(insert link)

§ 23.1-1302 Code of Virginia,  
<https://law.lis.virginia.gov/vacode/title23.1/chapter13/section23.1-1302/>

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<sup>3</sup> Pursuant to Virginia law, service or age credit purchases are not a benefit under faculty early retirement plan; however, these credits are an option under the involuntary enhanced retirement program.



**Richard Bland College**  
*of WILLIAM & MARY*

**RETIREMENT OF STEPHEN C. JENKINS  
HVAC INSTALLATION AND REPAIR TECHNICIAN (ELECTRICIAN)**

Stephen C. Jenkins joined the staff at Richard Bland College on July 10, 2004 as the HVAC Installation and Repair Technician, with a primary role as an Electrician.

Mr. Jenkins attended the United States Navy Electrical School from 1974 to 1975 and the Richmond Technical Center from 1979 to 1982, specializing in electrical certification. He attended John Tyler Community College from 1998 to 1999, specializing in heating, ventilation and air conditioning (HVAC).

Mr. Jenkins is a veteran, having served in the U.S. Navy during the Vietnam War. Prior to his employment with Richard Bland College, he worked at Southside Regional Medical Center as an HVAC mechanic from 1995 to 2004. Mr. Jenkins also served as the production maintenance mechanic at Polar Water Bottling Company from 1994 to 1995; a maintenance supervisor at Waverly Health Care Center from 1991 to 1994; and the maintenance mechanic at Landis, Gyr and Powers from 1986 to 1991.

Mr. Jenkins is highly skilled and knowledgeable in electrical, HVAC, mechanical and maintenance services. While employed at Richard Bland College, he received course certifications in heating, air conditioning and refrigeration. He is EPA certified in refrigerants, national electrical code training, electrical troubleshooting and has a certification for EPA/AHERA approved course work in asbestos.

**THEREFORE, BE IT RESOLVED**, that the William & Mary Board of Visitors acknowledges the retirement of Stephen C. Jenkins on October 1, 2020 and expresses its appreciation and deep gratitude to Mr. Jenkins for his sixteen years of devoted service and his many contributions to Richard Bland College;

**BE IT FURTHER RESOLVED**, that this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Mr. Stephen C. Jenkins with best wishes for fulfilling endeavors in the years ahead.



**Richard Bland College**  
*of WILLIAM & MARY*

**RETIREMENT OF JOANNE H. WILLIAMS  
DIRECTOR OF GOVERNMENT RELATIONS AND COMMUNICATIONS**

Joanne H. Williams joined Richard Bland College on July 1, 2014 as the Director of Communications. She assumed the role of Director of Government Relations and Communications on January 1, 2020.

Ms. Williams obtained her Associate Degree from Richard Bland College in 1973. She attended Virginia Commonwealth University through 1977 in pursuit of a B.S. degree in Sociology.

Ms. Williams was a television reporter and producer at WRIC-TV8 from 1977 – 1981. She served as a majority shareholder and vice president, producer, consultant, director, budget manager and contract negotiator with Longworth Communications, Inc. from 1981 – 2002. In 2004, she became a news producer at WRIC-TV8 and has served as a managing member and Director of Client Services with Williams Media, LLC since 2005.

Ms. Williams is an accomplished photojournalist, marketing strategist, social media specialist and creative director with extensive experience in public relations, media relations, and communications, and she applied this considerable knowledge and skill to her roles at Richard Bland College throughout her tenure.

**THEREFORE, BE IT RESOLVED**, That the William & Mary Board of Visitors acknowledges the retirement of Joanne H. Williams on October 1, 2020 and expresses its appreciation to her for the many contributions she has made to Richard Bland College;

**BE IT FURTHER RESOLVED**, That this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Ms. Joanne H. Williams with best wishes for continuing and creative work in the years ahead.



## **PRE-READS**

**Richard Bland College of William & Mary**  
**Statement of Net Position**  
**As of June 30, 2020 (Unaudited)**

	FY20	FY19
<b>ASSETS &amp; DEFERRED OUTFLOW OF RESOURCES</b>		
<b>Current assets:</b>		
Cash and cash equivalents	1,991,095	366,402
Cash and cash equivalents - Securities Lending	137,182	14,694
Accounts and loans receivable, net of allowance	361,477	342,579
Due from the Commonwealth	166,929	11,079
State Appropriation available	166,654	-
Prepaid expenses	338,397	164,635
<b>Total current assets</b>	<b>\$ 3,161,735</b>	<b>\$ 899,389</b>
<b>Noncurrent assets:</b>		
Restricted cash and cash equivalents - Other	35,304	-
Restricted cash and cash equivalents - SNAP	176,476	198,652
Restricted investments	380,866	408,578
Other Restricted Assets- OPEB	107,162	116,000
Nondepreciable capital assets-Land	548,469	548,469
Nondepreciable capital assets-CIP	917,141	-
Nondepreciable capital assets-Art	57,600	71,510
Depreciable capital assets-Buildings, net	43,647,482	45,454,388
Depreciable capital assets-Leasehold Improvements, net	385,592	407,837
Depreciable capital assets-Equipment, net	793,258	764,414
Depreciable capital assets-Infrastructure, net	2,782,945	3,080,001
Depreciable capital assets-Library Books, net	51,123	59,576
<b>Total noncurrent assets</b>	<b>\$ 49,883,417</b>	<b>\$ 51,109,425</b>
<b>Deferred outflow of resources:</b>		
Pension Related	1,723,298	1,235,060
OPEB Related	709,995	756,520
<b>Total deferred outflows of resources</b>	<b>\$ 2,433,293</b>	<b>\$ 1,991,580</b>
<b>Total Assets and Deferred Outflow of Resources</b>	<b>\$ 55,478,444</b>	<b>\$ 54,000,394</b>

**LIABILITIES & DEFERRED INFLOW OF RESOURCES**

**Current Liabilities:**

Accounts payable and accrued liabilities	(1,079,300)	(1,192,055)
Interest Payable	(110,012)	(115,774)
Due to Affiliates	(200,000)	-
Unearned revenue	(91,977)	(93,794)
Retainage payable	(32,796)	-
Obligations under securities lending	(137,182)	(14,694)
Deposits held in custody for others	(80,127)	(29,403)
Long-term liabilities - current-Bonds Payable	(95,000)	(90,000)
Long-term liabilities - current-Notes Payable	(55,000)	(55,000)
Long-term liabilities - current-Capital Lease Payable	(752,537)	(731,112)
Long-term liabilities - current-Other Liabilities	(23,275)	(22,319)
Long-term liabilities - current-Installment Purchase Obligations	(139,023)	(137,274)

Long-term liabilities - current-Leave Liability	(467,386)	(393,473)
Long-term liabilities - current-OPEB Liability	(36,929)	(62,143)
<b>Total current liabilities</b>	<b>\$ (3,300,544)</b>	<b>\$ (2,937,040)</b>
<b>Noncurrent liabilities:</b>		
Long-term liabilities - noncurrent-Bonds Payable	(2,349,752)	(2,460,129)
Long-term liabilities - noncurrent-Notes Payable	(1,552,969)	(1,614,841)
Long-term liabilities - noncurrent-Capital Lease Payable	(18,595,079)	(19,347,616)
Long-term liabilities - noncurrent-Other Liabilities	(575,105)	(598,379)
Long-term liabilities - noncurrent-Installment Purchase Obligations	(427,785)	(566,808)
Long-term liabilities - noncurrent-Pension Liability	(7,681,767)	(6,948,000)
Long-term liabilities - noncurrent-Leave Liability	(152,578)	(173,465)
Long-term liabilities - noncurrent-OPEB Liability	(2,293,093)	(3,009,076)
<b>Total noncurrent liabilities</b>	<b>\$ (33,628,128)</b>	<b>\$ (34,718,314)</b>
<b>Deferred inflow of resources:</b>		
Pension Related	(778,447)	(798,000)
OPEB Related	(1,505,146)	(953,984)
<b>Total deferred inflows of resources</b>	<b>\$ (2,283,593)</b>	<b>\$ (1,751,984)</b>
<b>Total liabilities &amp; deferred inflows of resources</b>	<b>\$ (39,212,265)</b>	<b>\$ (39,407,338)</b>

**NET Position:**

Net Investment in capital assets	24,761,765	24,961,369
Restricted for:	-	-
Nonexpendable:	-	-
Scholarships and fellowships	236,118	236,118
Instruction	-	-
Other	-	-
Expendable:	-	-
Scholarships and fellowships	144,748	172,460
Instruction	-	-
Loans	-	-
Capital projects	-	-
Other	142,466	116,000
Unrestricted	(9,018,917)	(10,892,892)
<b>Total net position</b>	<b>\$ 16,266,180</b>	<b>\$ 14,593,055</b>

**Richard Bland College of William & Mary**  
**Statement of Revenues, Expenses and Changes in Net Position**  
**For the year ended June 30, 2020 (Unaudited)**

	FY20	FY19
<b>Operating revenues:</b>		
Student tuition and fees (net of scholarship allowances of 2,045,733)	(4,227,477)	(4,211,665)
Federal grants and contracts	(43,863)	(59,838)
State and local grants and contracts	(19,200)	-
Auxiliary enterprises (net of scholarship allowance of 1,746,969)	(3,609,830)	(3,752,885)
Other operating revenues	(152,440)	(291,787)
<b>Total operating revenues</b>	<b>\$ (8,052,810)</b>	<b>\$ (8,316,175)</b>
<b>Operating expenses:</b>		
Instruction	6,505,761	5,519,888
Academic support	403,114	322,609
Student services	1,963,261	2,221,997
Institutional support	3,244,244	3,098,712
Operation and maintenance of plant	1,977,363	1,495,280
Scholarships and fellowships	1,722,901	1,047,563
Depreciation	2,578,659	2,479,981
Auxiliary enterprises	2,344,670	3,007,450
<b>Total operating expenses</b>	<b>\$ 20,739,973</b>	<b>\$ 19,193,480</b>
<b>Operating (income)/loss</b>	<b>\$ 12,687,163</b>	<b>\$ 10,877,305</b>
<b>Nonoperating (revenues)/expenses:</b>		
State appropriations	(9,788,767)	(8,387,995)
Gifts	(300,024)	(276,944)
Investment income	21,637	(31,981)
Interest on indebtedness	634,617	625,657
(Gain) Loss on disposal of assets	13,099	2,414
Pell Grants	(2,399,863)	(2,088,302)
CARES Act and Coronavirus Relief Funds	(844,134)	-
Other nonoperating revenues	(121,923)	(60,344)
Other nonoperating expenses	137,477	181,910
<b>Total nonoperating (revenue)/expenses</b>	<b>\$ (12,647,882)</b>	<b>\$ (10,035,585)</b>
<b>(Income)/Loss before other revenues</b>	<b>\$ 39,281</b>	<b>\$ 841,720</b>
<b>Income before other revenues:</b>		
Capital grants and gifts	(160,149)	(208,815)
State appropriations Capital Projects	(969,795)	-
VCBA 21st Century bond reimbursement program	(582,462)	(63,544)
<b>Total other revenues</b>	<b>\$ (1,712,406)</b>	<b>\$ (272,359)</b>
<b>(Increase)/Decrease in net position</b>	<b>\$ (1,673,125)</b>	<b>\$ 569,362</b>
<b>Net position, beginning of year</b>	<b>\$ 14,593,055</b>	<b>\$ 15,162,417</b>
<b>Net position, end of year</b>	<b>\$ 16,266,180</b>	<b>\$ 14,593,055</b>

**Richard Bland College of William & Mary**  
**Statement of Cash Flows**  
**For the year ended June 30, 2020 (Unaudited)**

Description	FY20	FY19
<b>Cash flows from operating activities</b>		
Tuition and fees	4,218,188	3,826,670
Payments for Scholarships	(1,722,901)	(1,047,563)
Research Grants and Contracts	63,063	59,838
Auxiliary Enterprises Charges	3,649,418	3,685,421
Payments to Suppliers	(3,937,840)	(3,389,591)
Payments to Employees	(11,828,653)	(11,877,821)
Payments for Operations and Maintenance of Facilities	(614,109)	(330,741)
Other Receipts	152,150	300,612
<b>Net cash provided/(used) by operating activities</b>	<u>(10,020,683)</u>	<u>(8,773,175)</u>
<b>Cash flows from noncapital financing activities</b>		
State Appropriations	9,788,767	8,387,995
Gifts	300,024	276,943
Direct Loan Receipts	3,485,614	3,708,667
Direct Loan Disbursement	(3,485,614)	(3,708,667)
Other Nonoperating Receipts	3,365,920	2,148,646
Other Nonoperating Disbursements	(144,257)	29,598
<b>Net cash provided/(used) by noncapital financing activities</b>	<u>\$ 13,310,454</u>	<u>\$ 10,843,182</u>
<b>Cash flows from capital financing activities</b>		
Capital Appropriations	1,236,535	105,562
Capital Gifts and Grants	160,149	208,815
Capital Expenditures	(1,334,201)	(998,541)
Principal Paid on Capital Related Debt	(1,057,953)	(1,009,767)
Interest Paid on Capital Related Debt	(640,379)	(912,857)
<b>Net cash provided/(used) by capital financing activities</b>	<u>\$ (1,635,849)</u>	<u>\$ (2,606,788)</u>
<b>Cash flows from investing activities</b>		
Investment Income	6,075	12,776
<b>Net cash provided/(used) by Investing activities</b>	<u>\$ 6,075</u>	<u>\$ 12,776</u>
<b>Net increase/(decrease) in cash</b>	<b>\$ 1,659,997</b>	<b>\$ (524,005)</b>
<b>Cash and cash equivalents - beginning of the year</b>	<b>\$ 366,402</b>	<b>\$ 1,089,059</b>
<b>Cash and cash equivalents - end of the year</b>	<u><b>\$ 2,026,399</b></u>	<u><b>\$ 565,054</b></u>
<b>Reconciliation of Cash</b>		
Cash and Cash Equivalents	2,128,277	381,096
Less: Securities Lending	(137,182)	(14,694)
<b>Net Cash and Cash Equivalents</b>	<u><b>\$ 1,991,095</b></u>	<u><b>\$ 366,402</b></u>

**Richard Bland College of William & Mary**  
**Operating Budget Summary**  
**FY20**

	<b>FY20 Budget</b>	<b>FY20 Actuals</b>	<b>Percent of Budget</b>
<b>Operating Revenue</b>			
State General Fund*	9,707,508	9,788,767	100.84%
Tuition and E&G Fees	4,817,179	4,227,477	87.76%
Auxiliary Revenue	4,784,115	3,609,830	75.45%
Other Revenue	350,000	452,464	129.28%
Other Grants		2,556,540	
<b>Total Revenue</b>	<b>19,658,802</b>	<b>20,635,078</b>	<b>104.97%</b>

	<b>FY20 Budget</b>	<b>FY20 Actuals</b>	<b>Percent of Budget</b>
<b>Operatings Expenditures</b>			
<b>Personnel</b>			
Instruction	3,696,960	4,177,238	112.99%
Academic Support	307,603	320,901	104.32%
Student Services	1,793,555	1,608,605	89.69%
Institutional Support	4,353,442	3,660,451	84.08%
Plant Operations	1,036,935	961,363	92.71%
Auxiliary Services	657,820	514,352	78.19%
Athletics	490,574	492,070	100.30%
Total, Personnel	12,336,889	11,734,980	95.12%
Total, Non-Personnel Services	6,015,733	7,282,092	121.05%
Financial Aid	1,306,180	1,722,901	131.90%
<b>Total Expenditures</b>	<b>19,658,802</b>	<b>20,739,973</b>	<b>105.50%</b>

**Richard Bland College of William & Mary**  
**Operating Budget Summary**  
**FY21 (Through 9/30/20)**

	<b>FY21 Approved Budget</b>	<b>FY21 NEW Amended Budget</b>	<b>FY21 Actuals</b>	<b>Percent of Amended Budget</b>
<b>Operating Revenue</b>				
State General Fund*	9,878,294	11,128,294	3,143,118	28.24%
Tuition and E&G Fees	3,425,575	5,005,558	2,711,595	54.17%
Auxiliary Revenue	4,217,198	2,103,912	1,461,837	69.48%
Other Revenue <sup>1</sup>	603,150	603,150	14,318	2.37%
<b>Total Revenue</b>	<b>18,124,217</b>	<b>18,840,914</b>	<b>7,330,867</b>	<b>38.91%</b>

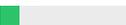
	<b>FY21 Approved Budget</b>	<b>FY21 NEW Amended Budget</b>	<b>FY21 Actuals</b>	<b>Percent of Amended Budget</b>
<b>Operatings Expenditures</b>				
<b>Personnel</b>				
Instruction	3,662,956	3,662,956	1,125,474	30.73%
Academic Support	202,176	202,176	67,747	33.51%
Student Services	1,600,445	1,736,888	411,823	23.71%
Institutional Support	3,838,049	3,337,545	1,103,113	33.05%
Plant Operations	1,097,531	1,097,531	285,995	26.06%
Auxiliary Services	571,918	558,019	113,376	20.32%
Athletics	486,895	459,552	130,519	28.40%
Total, Personnel	11,459,970	11,054,667	3,238,047	29.29%
Total, Non-Personnel Services	5,911,983	7,033,983	2,676,317	38.05%
Financial Aid <sup>2</sup>	752,264	752,264	66,986	8.90%
<b>Total Expenditures</b>	<b>18,124,217</b>	<b>18,840,914</b>	<b>5,981,350</b>	<b>31.75%</b>

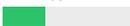
\*FY21 Amended draft budget, final budget pending General Assembly revised appropriations bill.

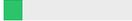
Note 1- this budget revenue includes money from W&M and Foundation, and ETF which has not been posted yet due to timing of aid disbursement.

Note 2- we did not disburse financial aid until October 3- therefore this number is considerably lower than Sept last year.

#	Level	Name	Status	Start Date	Due Date	Metric	Current Value	Last Updated	Assigned To	Updates	Last Comment
	Plan	President's 2020-2021 Goals	In Motion	8/25/2020	6/30/2021			10/28/2020			
1	Goal	Safeguard student and employee health while fulfilling educational mission and demonstrating responsible fiscal stewardship during the COVID-19 pandemic	In Motion	8/1/2020	6/30/2021			10/28/2020			
1.1	Tactic	In partnership with external health advisers and providers, conscientiously execute the Statesman Safe & Secure plan.	In Motion	8/1/2020	6/30/2021			9/14/2020			Statesmen Safe and Secure implemented
1.1.1	Tactic	Execute on Statesmen Safe and Secure Plan	In Motion	8/1/2020	6/30/2021	Starting at 0% and tracking to 100%	50%	9/14/2020	Jeffrey Brown	<span style="background-color: orange; color: white; padding: 2px;">1</span>	Students are abiding by guidance/requirements in Statesmen Safe and Secure. No reported cases on campus since school opening. Two students pending test results. A dashboard is in development to track cases in the region and on campus.
1.1.2	Tactic	Nimble modify delivery mode of classes, services and business functions as necessary to ensure health and safety of the campus community	In Motion	8/1/2020	6/30/2021	Starting at 0% and tracking to 100%	30%	11/4/2020	Celia Brockway		Mode of classes - The faculty created a spring 2021 including a variety of class modalities, including in-seat, blended, online synchronous, online asynchronous, and hybrid options. Recently, the Director of Academics sent out a poll to the faculty and there were positive responses when asked about the technology available to them. Services and business functions - All forms for the Office of Records & Registration are now available digitally with the exception of the Student Information Release form, which requires a notary. Learner Mentors have options for students to meet with them virtually and face-to-face using safety guidelines set forth by the CDC. Faculty also offer virtual office hours. Library services are open to students only with virtual options for meetings and book pick-up available.
1.2	Tactic	2. Continuously monitor financial impact of COVID-19 and take appropriate action to deliver a balanced FY21 budget.	In Motion					9/14/2020			
1.2.1	Tactic	Model multiple budgetary scenarios in accordance with projected and actual enrollment-driven revenue and state funding, and act swiftly to reduce expenses as required	In Motion	8/1/2020	6/30/2021	Starting at \$0 and tracking to \$17.67m	\$0	9/14/2020	Paul Edwards	<span style="background-color: orange; color: white; padding: 2px;">1</span>	The finance team has worked hard to model numerous scenarios based on current enrollment and increased expenses as a result of COVID-19.

#	Level	Name	Status	Start Date	Due Date	Metric	Current Value	Last Updated	Assigned To	Updates	Last Comment
1.2.2	Tactic	Optimize revenue generation through auxiliaries and other appropriate means.	In Motion	8/1/2020	6/30/2021	Staying above \$0	\$47.9k	9/14/2020	Eric Kondzielawa	1	Brought bookstore in house, grant received from state from CARES act funding for emergency management. We are also working to increase revenue from our partnership with Verto Education Group as well as launching online programming as early as the Spring.
2	Goal	Deliver an Educational Product of High Value at a Low Cost	In Motion					9/14/2020			
2.1	Tactic	3. Capture the direct effectiveness of Richard Bland College and provide an indication of preparedness for transfer:	In Motion					9/14/2020			
2.1.1	Tactic	Number of two-year credentials (degrees and certificates) achieved at RBC within three (3) years of start.	In Motion	8/1/2020	6/30/2021	Staying above 28%	28%	9/14/2020	Tyler Hart		Baseline 3-year graduation rate is 28%
2.1.2	Tactic	Number of credentials achieved from any postsecondary institution (including bachelor's degree) within 6 years of starting at RBC	In Motion	8/1/2020	6/30/2021	Staying above 41%	41%	9/14/2020	Tyler Hart		baseline 2011 cohort
2.2	Tactic	4. Pilot an online program designed to target adults and deliver marketable skills and credentials relevant to workforce preparedness.	In Motion					9/14/2020			
2.2.1	Tactic	Utilize findings of online program research conducted internally, the VCU report on the hybrid work college model, and SCHEV data to implement new online program	In Motion	8/1/2020	6/30/2021	Starting at 0% and tracking to 100%	15% 	9/14/2020	Stacey Sokol	1	Reorganized and placed Stacey Sokol in charge of online and continuing education. Tiffany Birdsong assigned duties as Director of Strategic Student Enrollment initiatives and Workit@rbc.edu. RBC has begun talks with EAB (David Cullen) about marketing to attract non-traditional students. RBC has also had extensive conversations with SEI Ventures to assist with ramping up our online offerings to non-traditional populations.
2.2.2	Tactic	Align enrollment targets with updated SEM Plan to be delivered by the SEM Task Force on December 30, and ensure that clear metrics are in place for assessing success.	In Motion	8/1/2020	12/31/2020	Starting at 0% and tracking to 100%	75% 	11/4/2020	Tyler Hart		We have targets outlined through 2023 for fall classes, online and special populations. We will need to drill down on retention and persistence for each population. Should have plan in place by December 30.
2.3	Tactic	5. Begin construction of the Academic Innovation Center,	Hurdle	8/1/2020	8/13/2021	Starting at \$0 and tracking to \$12.8m	\$0 	11/4/2020	Eric Kondzielawa		waiting on budget to be finalized
3	Goal	Deliver a Student Experience that Promotes Student Persistence	In Motion					10/28/2020			

#	Level	Name	Status	Start Date	Due Date	Metric	Current Value	Last Updated	Assigned To	Updates	Last Comment
3.1	Objective	Clear pathways and meaningful college experiences will be delivered to ensure students persistence thereby reducing "swirl" (transfer between and among postsecondary institutions) and time to degree.	In Motion								
3.1.1	Tactic	Utilize findings from online program research conducted internally, the VCU report on hybrid work to increase Fall to spring persistence in the first year, from semester 1 to semester 2.	In Motion	8/1/2020	6/30/2021	Staying above 80%	82%	9/14/2020	Tyler Hart		RBC baseline is 55% for the 2018 cohort moving to spring 2019
3.1.2	Tactic	Net Promoter Score for overall student satisfaction.	In Motion	8/1/2020	6/30/2021	Staying above 5	5	9/14/2020	Maria Dezenberg		Baseline NPS is at 5 based on 2019 data.
3.2	Objective	Achieve specific, initial tasks established by the Racial Justice & Equity (RJ&E) Task Force that was launched in June	In Motion								
3.2.1	Tactic	Utilize guiding questions, which are linked to core institutional values, to launch the exploratory and planning phases-leading to an implementation plan- as described by the RJ&E Task Force co-chairs.	In Motion	8/1/2020	6/30/2021	Starting at 0% and tracking to 100%	33.33% 	9/14/2020	Evanda Watts-Martinez		Task force launched and currently in exploratory and planning phases.
3.3	Objective	Administrative processes, particularly those that have a direct impact on the student will be evaluated and redesigned to provide the smoothest, most user friendly experience possible.	In Motion								
3.3.1	Tactic	Salesforce process improvement project will proceed on time and on budget	In Motion	8/1/2020	6/30/2021	Starting at 0% and tracking to 100%	40% 	11/4/2020			Should implement Marketing and Admissions in December or January and we are working to move to Student 360 soon.
4	Goal	Maintain Sustainable Operations	In Motion					9/15/2020			

#	Level	Name	Status	Start Date	Due Date	Metric	Current Value	Last Updated	Assigned To	Updates	Last Comment
4.1	Objective	The Current Ratio is a measure of fiscal health, specifically liquidity, that represents the organization's ability to meet its short-term obligations given its short-term resources available. A current ratio of 1 or higher indicates the organization has the short-term resources to meet its short-term obligations. Using the accepted metric, RBC will use this ratio as one measure to gauge performance and implement strategies to maintain fiscal health.	In Motion	8/1/2020	6/30/2021	Staying above 1	1.13	9/16/2020	Paul Edwards	1	
4.2	Objective	100% of all RBC administrative units will define, execute and evaluate an effectiveness assessment annually. Continuous improvement of all operational units is critical for sustained growth, innovation, and student satisfaction.	In Motion	8/1/2020	6/30/2021	Starting at 0 and tracking to 14	2 	9/14/2020	Stacey Sokol	1	Assessment completed for Registrar and Athletics functions. A priority of the IEC committee for FY 21

**Virginia Public Institutions of Higher Education**  
**Faculty Early Retirement Plan Approval Process**  
*Pursuant to VA Code § 23.1-1302*

1. The institution notifies DHRM and, if applicable, VRS to ensure awareness and assess impact:
  - a. Does the plan meet all the requirements for eligibility and cash payments as outlined in paragraphs B and D of § 23.1-1302?
  - b. Pursuant to paragraph C. please describe the institutional needs and objectives to be served, the kind of incentives to be offered, the sources of available funding for implementation, and any additional qualifications required of eligible faculty employees established by the governing board. This may be done in the letter from the president or in a separate document.
  - c. Have you notified the Department of Human Resources Management to ensure awareness of proposed plan and to review any details on the plan on the impacted population along with the identification of support services being offered for impacted employees?
  - d. If any members of the Virginia Retirement System could be impacted by the plan, have you notified VRS to ensure awareness of proposed plan and to review any details of the plan specific to the retirement plan impact?
  - e. Under the proposed plan, approximately how many faculty would be eligible to participate?
  - f. How many of the eligible faculty do you expect to take advantage of the proposed plan?
2. The institution submits a resolution to seek approval for the proposed plan to the Board of Visitors.
3. The institution submits the request and all required documentation to the Secretary of Education and SCHEV. Required attachments:
  - a. Letter from the President requesting approval of the institution's proposed plan
  - b. Copy of the Plan and any supporting documents
  - c. Resolution of the plan's approval by the Board of Visitors
  - d. Letter indicating the plan has been reviewed for legal sufficiency by the Office of the Attorney General
4. SCHEV reviews the request to ensure it contains the required components and documentation, and within a week either informs the Secretary of Education that the requirements have been addressed, or informs the institution of any deficiency in the request. If necessary, the institution submits any additional information or documents.
5. The Secretary of Education submits a Decision Brief to seek the Governor's approval.
6. An institution is notified by the Governor of his approval pursuant to the Code.
7. Upon notifying an institution of approval, the Governor notifies the Chairs of the House Appropriations Committee and the Senate Finance & Appropriations Committee.
8. SCHEV will serve as the agency of record for any such plans and supporting materials.