

CHARTING THE FUTURE:

RBC-19

Draft Strategic Plan 2014-2019

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The Big Goal

To elevate the quality,
reputation and relevance of
Richard Bland College.

The Need

- Students seek fast, flexible, affordable and convenient pathways to 4-year degrees
- Students are increasingly diverse and demand more technology-based services.
- Roughly 10 percent of students in 2003 took at least one online course. That fraction grew to 25% in 2008, was nearly 30% in the fall of 2009, projected to be 50% in 2014.
(www.americanprogress.org)
- 1 in 5 two-year college students transfer.
- 60% of those who do transfer earn a bachelor's degree in 4 years.
- Numbers are better if students earn an associate's degree first.

<http://www2.ed.gov/about/bdscomm/list/acsfa/ptsreport2.pdf>



Richard Bland College

The Mission

To prepare students for university transfer through academically rigorous programs grounded in the liberal arts tradition of William & Mary and to expand access to college credentials through strategic partnerships, specialized programming, and scalable innovation.

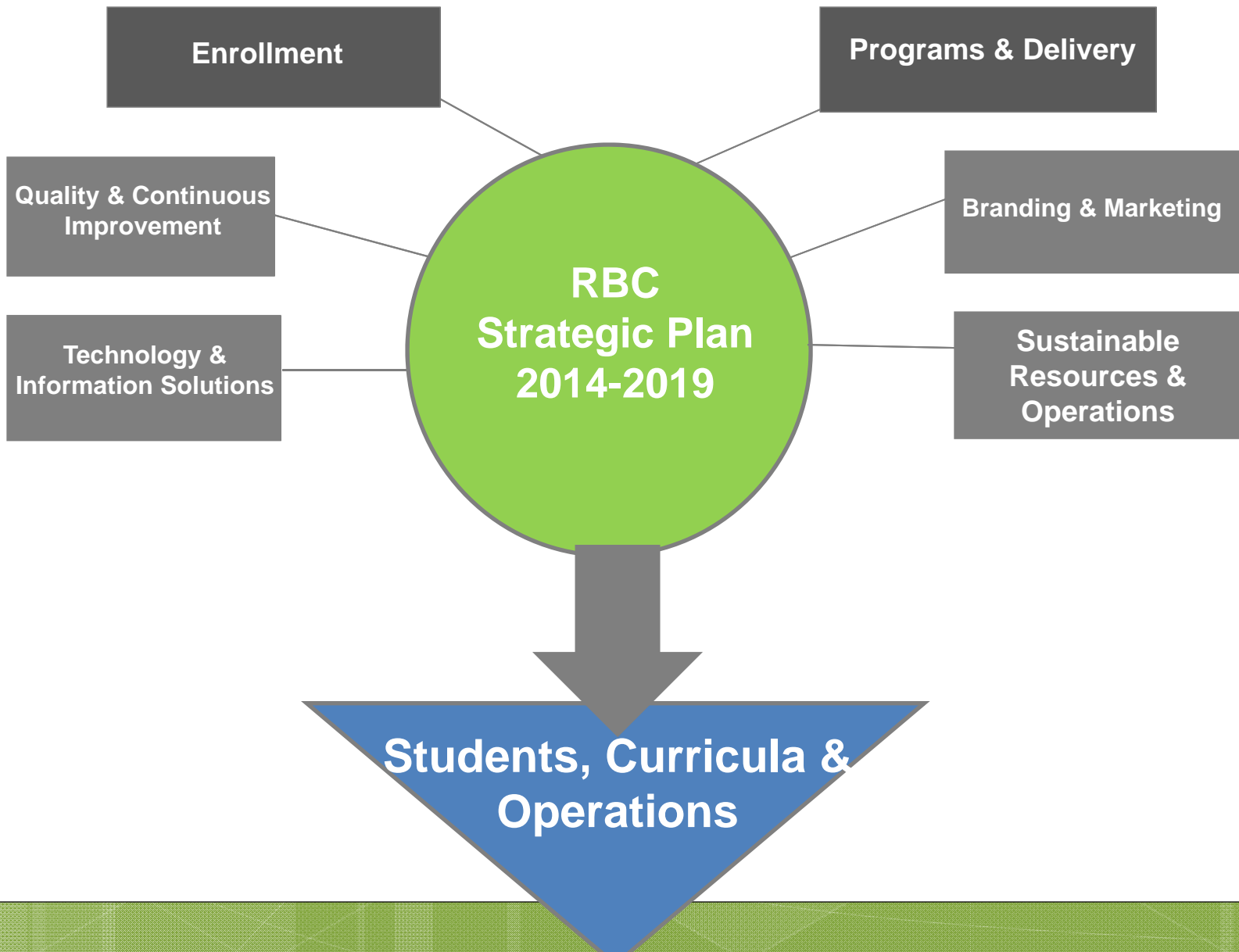


Richard Bland College

The Vision

As an extension of William & Mary, Richard Bland College is in the vanguard of learning-outcomes based liberal arts education for university transfer and a model for testing and applying outcomes-driven solutions in higher education.

Strategic Plan 2014-2019



Enrollment

To achieve an enrollment target of 2,000 students by: (1) aligning enrollment-related policies, practices and services with the mission, vision, brand and strategic enrollment management (SEM) goals; (2) facilitating and inspiring learning through proven and innovative teaching and support methodologies; (3) designing and implementing a research-based, comprehensive and creative first-year learning experience; and (4) improving retention, graduation and transfer rates.

Enrollment

Strategy:	Richard Bland College will implement a data-driven strategic enrollment management plan that recruits and retains an academically prepared, diverse student body and prepares them for graduation and transfer.	
Objective		
Increase Enrollment	<ol style="list-style-type: none">1. Increase Annualized Full Time Equivalent (FTE) to 1,500.2. Increase dual enrollment schools by 6.3. Increase non-traditional (high school and adult) student population by 20 points above 2012 baseline.	
Improve Retention	<ol style="list-style-type: none">1. Increase mean 3-year retention rate by 7 points above 2012 baseline.2. Reorganize academic advising to align resources with student success.3. Invest in the development of educationally relevant and robust student activities and support services that enhance the living/learning environment.4. Build and implement intercollegiate athletics program and join NJCAA .5. Increase 3-year graduation rate by 10 points above 2012 baseline	
Improve Transfer	<ol style="list-style-type: none">1. Increase the number of Guaranteed Admissions & Articulation agreements to 40, providing direct transfer into high-demand 4-year programs.2. Strengthen partnerships with transfer partners (W&M, VCU, CIC, VSU, Longwood, etc.)3. Students will meet and/or exceed the expectations of transfer institutions by demonstrating academic excellence, e.g., appropriate subject area knowledge, skills and abilities.	

Enrollment

Strategy:	Richard Bland College will implement a centralized one-stop student services center to better serve new and enrolled students by the fall of 2013	
Objectives		
Implement One-Stop Student Center	<ol style="list-style-type: none">1. 85 % of student FAQs regarding admissions, financial aid and registration will be answered in the one-stop student center.2. All students will be able to access advising services during business hours at the one-stop center.3. Students will rate their overall satisfaction with the college at 90% or higher.	
Build a Centralized Call-Center	<ol style="list-style-type: none">1. Implement a call center and/or similar online function to field 100% of telephone and online inquiries with 70% customer satisfaction.2. Remove direct phone numbers from the College website to streamline service.	

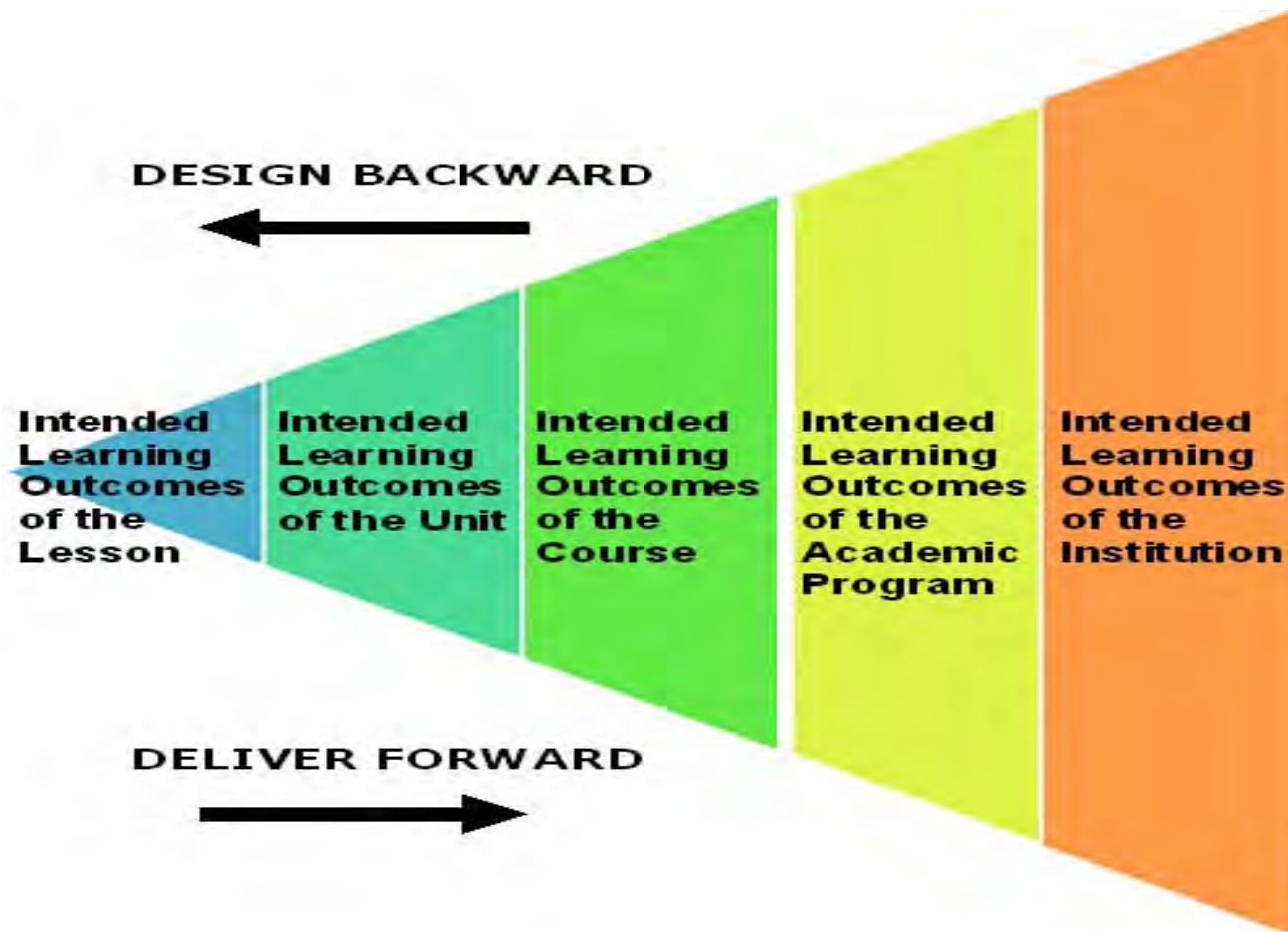
Enrollment

Strategy:	Richard Bland College faculty will develop and deliver a core curriculum and academic programs that reflect best practices in teaching, and will facilitate and inspire learning through proven and innovative instructional and support methodologies.
Objectives	
New and Existing Programs and Modalities	<ol style="list-style-type: none"> 1. The core curriculum and all courses and programs will be assessed and evaluated on the basis of student learning outcomes. 2. Establish habits and a culture of critical inquiry and innovation among students, faculty and staff. 3. CCSSE scores will compare favorably with top-performing peer colleges in the 2018 CCSSE cohort. 4. All faculty (full and part-time) will be evaluated annually on the basis of established RBC-19 goals, student learning outcomes and continuous improvement.
Developmental Education	<ol style="list-style-type: none"> 1. Establish a uniform standard for students to be considered "remediation free" based on best practices and academic history (HS GPA, SAT, ACT, etc.). 2. Adjust admissions requirements to ensure that students admitted to the College are prepared for college level work and transfer. 3. Re-engineer developmental education in accordance with research-based best practices. 4. Comprehensively use #s 1, 2 and 3 to reduce the number of developmental courses by 25%.
Remove built-in barriers to student success	<ol style="list-style-type: none"> 1. Identify and remove barriers to timely degree completion and transfer, including unnecessary college prerequisites. 2. Evaluate the core curriculum and all course and program offerings to ensure responsiveness to student demand and maximum transferability.

Programs & Delivery

RBC will be optimally responsive to documented market demand by: (1) modifying existing and creating new curricula to provide the right and best portfolio of academic program offerings; (2) establishing the Center for Strategic Initiatives that delivers education solutions in response to market demand; and (3) selectively serving as a beta site for innovative solutions in higher education instruction, academic support and management; and (4) delivering courses and programs at times, locations, and in modalities that optimize resources and accommodate student schedules and preferences.

How the Shift Needs to Happen



Huba and Freed. *Learner-Centered Assessment on College Campuses: Shifting the Focus from Teaching to Learning*. Needham Heights: Allyn & Bacon, 2000.

Programs and Delivery

Strategy:	Richard Bland College will expand its footprint in the higher education marketplace and, in response to documented market demand, establish and advance the RBC brand in target markets	
Objectives		
Establish and Consistently Communicate the College Brand and Identity	<div>1. Complete a branding study to clearly articulate the College’s promise to students, the Commonwealth, and external stakeholders.</div> <div>2. 100% of faculty and staff will readily recall the RBC Brand and “live” the brand to in carrying out their work roles and responsibilities.</div>	
Increase the Utilization of Innovative Pedagogical Techniques and Delivery	<div>1. The College will be recognized in the Commonwealth as a leader in the innovative utilization of instructional technologies and program delivery.</div>	
Expand Programming into New Markets	<div>1. Establish a formal MOU partnership with Army Logistics University to provide academic instruction simultaneously with military training to ensure maximum military experience (ACE) credit and timely completion of an academic credential.</div> <div>2. Establish accelerated degree completion programs at 100% of Higher Education Centers throughout the Commonwealth in response to market demand.</div> <div>3. Formalize an international education partnership with Global Education Skills Alliance (GESA) that helps to differentiate RBC and elevate the student learning experience.</div>	

Programs and Delivery

Strategy:	Richard Bland College will develop a robust portfolio of academic programs that are responsive to student demand, with an emphasis on convenience through new modalities and delivery times.	
Objectives		
Build New Programming	<ol style="list-style-type: none">1. Eliminate degree emphasis options.2. Based on market demand and transferability, build 6 new associate degrees through new program development and/or the repackaging of existing emphases options.3. Build 10 certificates (stackable credentials) that seamlessly link to the associate degree.	
Offer New Modalities based on Student Demand	<ol style="list-style-type: none">1. All program offerings will be available through modalities that accommodate student need and demand.<ul style="list-style-type: none">- Distance- Evening and weekend- Accelerated programs	
Expand Dual Enrollment	<ol style="list-style-type: none">1. Structure academic pathways for high school students that lead to college credentials prior to high school graduation.2. Increase dual-credit courses offered at partner high schools by 20%.	

Resources & Operations

To establish and maintain a high performance organization and to ensure financial and environmental sustainability by: (1) developing and implementing financial and sustainability master plans; (2) collecting, analyzing, disseminating, and utilizing pertinent performance-related information to drive quality and continuous improvement; (3) developing and implementing revenue enhancement plans; and (4) deploying financial, physical, IT and human resources in direct support of the mission, vision and strategic goals.

Resources & Operations

Strategy:	Richard Bland College will become an organization that collects and utilizes accurate data to inform decisions that advance the mission, vision and strategic goals of the College.	
Objectives		
Create a Culture of Planning	1. All academic and administrative units will develop strategic plans that advance the College's mission, vision and strategic goals.	
Build Systems to Ensure Data Integrity	1. Establish and participate in the common data set for submission of college surveys to ensure consistent and accurate reporting. 2. Submit all reports accurately and on time (Federal, state and external survey). 3. Train data users on entering, maintaining, and extracting data with limited assistance from ITS. 4. Develop efficient reporting mechanisms to optimize use of data for reporting and decision making.	
Create Data Dashboards for Informed Decision Making	1. All academic and administrative units will develop data-dashboards that monitor progress and inform decisions.	

Resources & Operations

Strategy:	Richard Bland College's human and capital resources will be aligned in direct support of the student-centered mission and vision, and an environment that attracts and develops the right and best faculty and staff will be established and maintained.
Objectives	
Align Human Resources with the College Mission	<ol style="list-style-type: none"> 1. Develop and implement a strategic human resource plan to ensure that the right and best talent (full-time and part-time) is secured to advance the mission, vision and strategic goals. 2. Build a qualified, reliable and diverse part-time instructional workforce that advances the mission, vision and strategic goals. 3. Build a planning and evaluation infrastructure that ensures adaptable, continuous improvement of all academic and administrative functions. 4. Maintain an organizational structure that ensures efficiency and effectiveness throughout the organization whereby all positions directly impact and support the mission, vision and strategic goals.
Maintain Competitive Salaries	<ol style="list-style-type: none"> 1. Complete a study of faculty salaries and adjust inequities to SCHEV-established goals. 2. Complete a study of staff salaries and adjust inequities to the 65 percentile of comparable positions regionally.
Create a Robust Technology Infrastructure and Support Services	<ol style="list-style-type: none"> 1. Build and implement a technology infrastructure that supports the optimal performance of all academic and administrative functions. 2. Develop an end-user, customer service-oriented culture in IT that supports the mission, vision and strategic goals.
Ensure Financial Stability	<ol style="list-style-type: none"> 1. Create an open and transparent culture for resource development. 2. Build and maintain a budgeting system that prioritizes high-impact investments (e.g., reduce or eliminate investments that yield limited benefits in terms of numbers affected or outcomes relative to goals) in direct support of the mission, vision and strategic goals. 3. Develop an operating budget with revenues exceeding expenses that builds the maximum allowable operating and maintenance reserves under all state provisions. 4. Increase state, tuition and Foundation revenue to invest in quality improvements and sustainability.
Physical Plant	<ol style="list-style-type: none"> 1. Complete renovation of Ernst Hall to include all smart classrooms with technologies that support student learning and innovation in teaching. 2. Complete Phase II of the residential village.

Resources & Operations

Strategy:	Richard Bland College will pursue economic and environmental sustainability by investing resources efficiently, effectively and in alignment with the college's mission, vision and strategic goals.		
Objective			
The financial infrastructure will be re-aligned to optimize student success.			<ol style="list-style-type: none">1. Decrease reliance on Commonwealth of Virginia General Fund Appropriation by 5 points below 2012 baseline.2. Increase Commonwealth of Virginia Non-General Fund Revenue through expansion of current revenue streams and the creation and effective management of new revenue streams.3. The Richard Bland Foundation will develop the necessary to launch a successful fundraising campaign.4. 95% of academic and student services will be relocated to the west side of Johnson Road in the interest of student safety, optimal efficiency, and the development of a more vibrant learning community.
Implement an environmental sustainability plan			<ol style="list-style-type: none">1. Sign the American College and University President's Climate Commitment.2. Plan and implement sustainable methods of wetlands, grove and grounds management.3. Implement a document management system to increase efficiency and reduce paper consumption by 50%.4. Implement a student-led comprehensive recycling and energy-saving initiative.

Richard Bland College Organization Chart

The College of
William & Mary
Board of Visitors

President

Assistant to the
President

Enrollment

Programs and Delivery

Operations and Resources

VP of
Enrollment &
Student Services

Dean of Faculty
& Academic
Effectiveness

VP of Financial
Services &
Administration

Marketing &
Communications

Financial Aid

Admissions

Counseling &
Support Services

One-Stop Center

Registration

Director of IE &
Strategic
Initiatives

Curriculum

Instruction

Outcomes
Assessment

Chief
Information
Officer

Director of
Advancement &
Alumni
Relations

Comptroller

Auxiliary
Services

Property
Management

Campus Police

Director of
Human
Resources

Institutional Support



" Our overarching strategy is to align products, costs and service to respond to the needs of our students in a rapidly changing industry."