



Re-focus, Re-invest and Re-invent:

A Report to the College of
William and Mary Board of
Visitors Committee on Richard
Bland College

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September 20, 2012

Re-focus – Lessons of the Past

[1960s]

- Richard Bland College was established in 1960 by the General Assembly of Virginia as a branch college of The College of William and Mary with a primary mission of offering transfer associate degrees in the liberal arts and sciences.
- In the 1960s, the Commonwealth established a community college system committed to geographical and general access to all Virginians.
- In 1966 the first bill was introduced to absorb RBC into the community college system. This was replaced by a bill to allow RBC to offer upper level (Y3,4) coursework, and 90 credit hours was authorized by the W&M Board of Visitors.
- In 1968, in accordance with the recommendations of a Higher Education Study Commission and General Appropriations Act, Section 31, SCHEV denied approval for any offerings beyond the 2-year level and advocated for RBC to become a community college.
- In response, and in an attempt to differentiate itself, RBC changed its “purpose” to be the state’s only public junior college. This purpose statement was slightly modified in 1977, 1987 and 1997.

Re-focus – Lessons of the Past [1970s]

- A 1975 SCHEV Committee Report on the Future Directions of RBC stated that “RBC should develop a two-year residential program for gifted and talented students *from throughout the Commonwealth of Virginia.*”
- A 1979 RBC Faculty and Staff Task Force on Enrollment and Retention was charged to develop a “systematic plan for increasing enrollment and for improving our retention rate.” Recommendations included:
 - upgrading the general academic level of first-time freshmen
 - making more prospective students in the geographical area aware of the college and
 - determining why students do not complete the associate’s degree.

Re-focus – Lessons of the Past

[1980s]

- Quoting a Carnegie Council on Policy Studies in Higher Education recommendation “...to create a more challenging environment for high school juniors or seniors who are bored with their schools or on the verge of dropping out” Gordon Davies (SCHEV) recommended Middle College as a potential *raison d’etre* for RBC.
- On August 17, 1981, a proposal for a residential accelerated high school-college program at RBC was approved by the W&M Board of Visitors.
- In October 1981, a site study for a residential accelerated high school-college program (beginning with 50 residential students and gradually increasing to 400) was initiated.
- In a December 22, 1981, report, design work commenced for 4-bedroom (2 students each) residential “cottages” with a kitchen, dining room, and living room. Plans called for common evening meals in the cafeteria, health services to be provided by Petersburg General Hospital, and admission requirements of 1 person per high school, 1100 on SAT and top 10% of class.

Re-focus – Lessons of the Past

[1990s]

- In June, 1990, RBC responded to SCHEV's request for institutional recommendations relative to The Commission on the University of the 21st Century. Included in that response was Planning to Guide Growth, which included the addition of housing (living/learning centers) on campus to "provide students from *throughout the Commonwealth* with the opportunity, at minimum cost, of completing the first two years of general education requirements in liberal arts and sciences...approximately 1,000 students would be housed on campus. This figure would be reached gradually over a ten-year period.
- In a January 23, 1991, letter from Clarence Maze (RBC president) to Prof. Robert Vickery (UVA School of Architecture), Maze says, "After many years of frustration ...it now appears we are on the threshold of proposing residential facilities for Richard Bland College...we have approval from the Governor's Office to carry out our plans as presented under the University of the 21st Century program."

Re-focus – Lessons of the Past

[1990s, continued]

- On October 18, 1991, W&M released the following press statement:

Campus Planning at Richard Bland College Endorsed by the Board of Visitors of The College of William and Mary.

The Board ... approved planning that would develop RBC from a commuter campus to a residential living-learning center. The Board endorsed the conclusions and recommendations of two commissioned studies [funded by a special appropriation resulting from recommendations by the Governor's Commission on the University of the 21st Century] and authorized Dr. Clarence Maze, Jr., President of RBC, to proceed with planning to implement the recommendations.

Re-focus – Lessons of the Past

[1990s, continued]

- On December 4, 1992, a BOV resolution approved The Comprehensive Master Plan for RBC, which “outlines College plans for campus development during the next *twenty* years. This plan anticipates growth to 2,500 students, with 1,500 students housed in proposed living-learning centers and 1,000 commuting students.”
- The same resolution also acknowledged the development of a Timber Management Plan and stated that “Future development is designed to avoid any potentially significant areas (e.g., wetlands) and to prevent any infringement on the pecan grove located in the Northeast and Southeast quadrants of the campus.”

Re-focus – Lessons of the Past

[1990s, continued]

- A June, 1993, report from the National Institute for Organizational Research and Problem Solving stated, “It would be premature for RBC to launch a capital campaign at the present...given the Living/Learning Center concept as currently proposed...would need to be modified in order to qualify for state funding authorization.” It was recommended that funding would need to be “100% 90-c revenue bonds.”
- The same report recommended that “student recruitment activities would need to be initiated to begin filling the residence halls with out-of-state students” and that a “vigorous program of expanded public relations be undertaken in response to the widely held perception that the college’s public image is not commensurate with its mission or accomplishments and to increase its statewide visibility.”

Re-focus – Lessons of the Past

[1990s, continued]

- On September 4, 1997, a strategic plan for RBC was approved by the W&M BOV. The plan established the following goals:
 - reinstating and improving the honors program
 - improving student recruitment throughout the Commonwealth
 - increasing headcount to 2,000 while maintaining average class size of 22
 - improving the technology infrastructure
 - improving academic advising
 - considering expanding student activities to include club or intercollegiate sports.

Re-focus – Lessons of the Past

[2000s]

- In fall of 2001, the services of Noel-Levitz, a consulting group focused on enrollment management, were retained. Key strategic opportunities were presented to RBC Provost Anne-Marie McCartan in a letter dated October 19, 2001. These included identifying “customers,” analyzing academic and service offerings, establishing RBC’s image (How do you want to be perceived?) and developing priorities via a long-range planning initiative.
- Noel-Levitz recommended: “Clearly identify who is responsible for what. Currently there is uncertainty regarding who is accountable for what. This leads to things not getting done, inappropriate blame and anxiety.”

Re-focus – Lessons of the Past

[2000s]

- Other Noel-Levitz recommendations:
 - Develop a long-term strategic enrollment management plan with specific numeric goals and minimal explanation.
 - Develop a formal marketing and recruitment plan.
 - Develop a comprehensive retention plan with specific objectives and staff accountabilities.
 - Identify the benefits (quality and future success) of attending RBC, reinforced by the most attractive features.
 - Consolidate your “first stop offices” and create a better “welcome mat” to your campus, especially adjacent to the “first impression” offices.
 - Cross train financial aid and admissions staff.
 - Move into the 21st century with: reworked logo (with complementary, progressive positioning statement) and ways to reach today’s students in a timeline manner (e.g., social media)

Re-focus – Lessons of the Past [2000s continued]

- A Residential Feasibility Study prepared by the RBC Office of Institutional Effectiveness in 2003-2004 reported:
 - As enrollments increase and many of Virginia's institutions become more selective, high school seniors and "late bloomers," with undistinguished academic records, have limited options.
 - In fall 2003, 70% of Virginia's high schools indicated that more than 5,600 of their graduating seniors "would benefit by attending RBC, with highest demand coming from Northern Virginia and Tidewater (data source is not established).
 - Students "attend RBC because they lack confidence; they lack skills; they were underachievers in high school...RBC serves the purpose of preparing the under-prepared freshman to transfer."

Re-focus – Lessons of the Past

[2000s continued]

- A November 23, 2005, final report of the RBC Residence Life Planning Committee recommended:
 - With no current marketing campaigns, the knowledge of the college spreads primarily through word-of-mouth...the development of an aggressive advertising campaign is essential. Without modification of the current efforts, the college surely will remain stagnant.
 - We need more brand recognition through a stronger high school presence, alumni program, and extended exposure.

Re-focus – Lessons of the Past

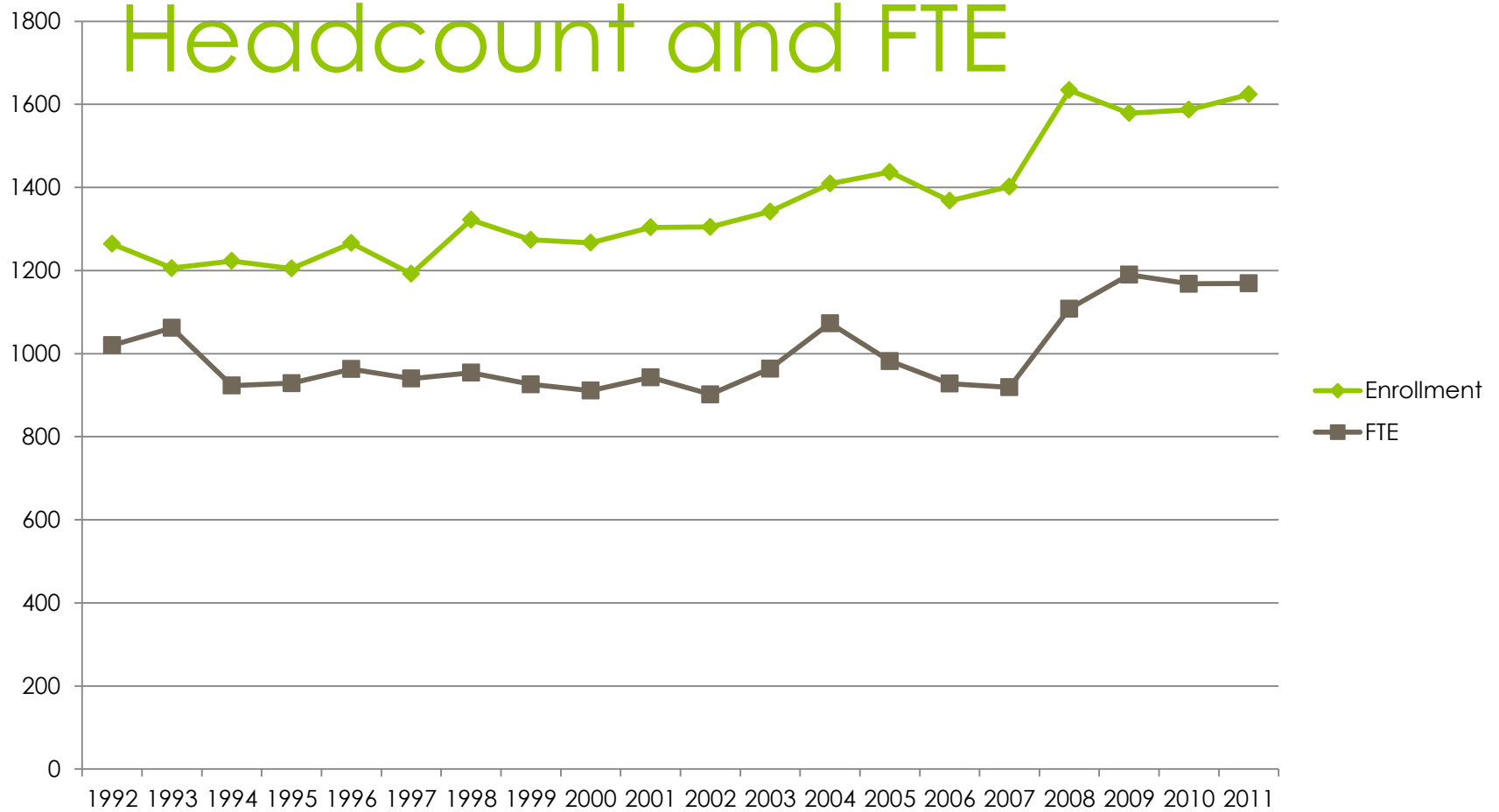
[2000s continued]

- In March 2007, a marketing firm, Hall and Partners Communication Architects summarizes RBC's marketing challenge: "As college officials explained, the goal of building the residence halls is to be able to offer them to the *local student population*, who the college has always served (primary market), as well as to make them available to students statewide, especially in the Tidewater, Greater Richmond and South Central areas of VA (secondary market).
- Hall's comprehensive marketing recommendations include strategies focused on increasing awareness of RBC through "high reach." Reach refers to the number of people to whom a company's message is delivered. Reach increases as the number of different media vehicles used increases. Specific marketing tactics and collateral are recommended in the report.
- Aside from an updated website, very few of the marketing recommendations were ever implemented.

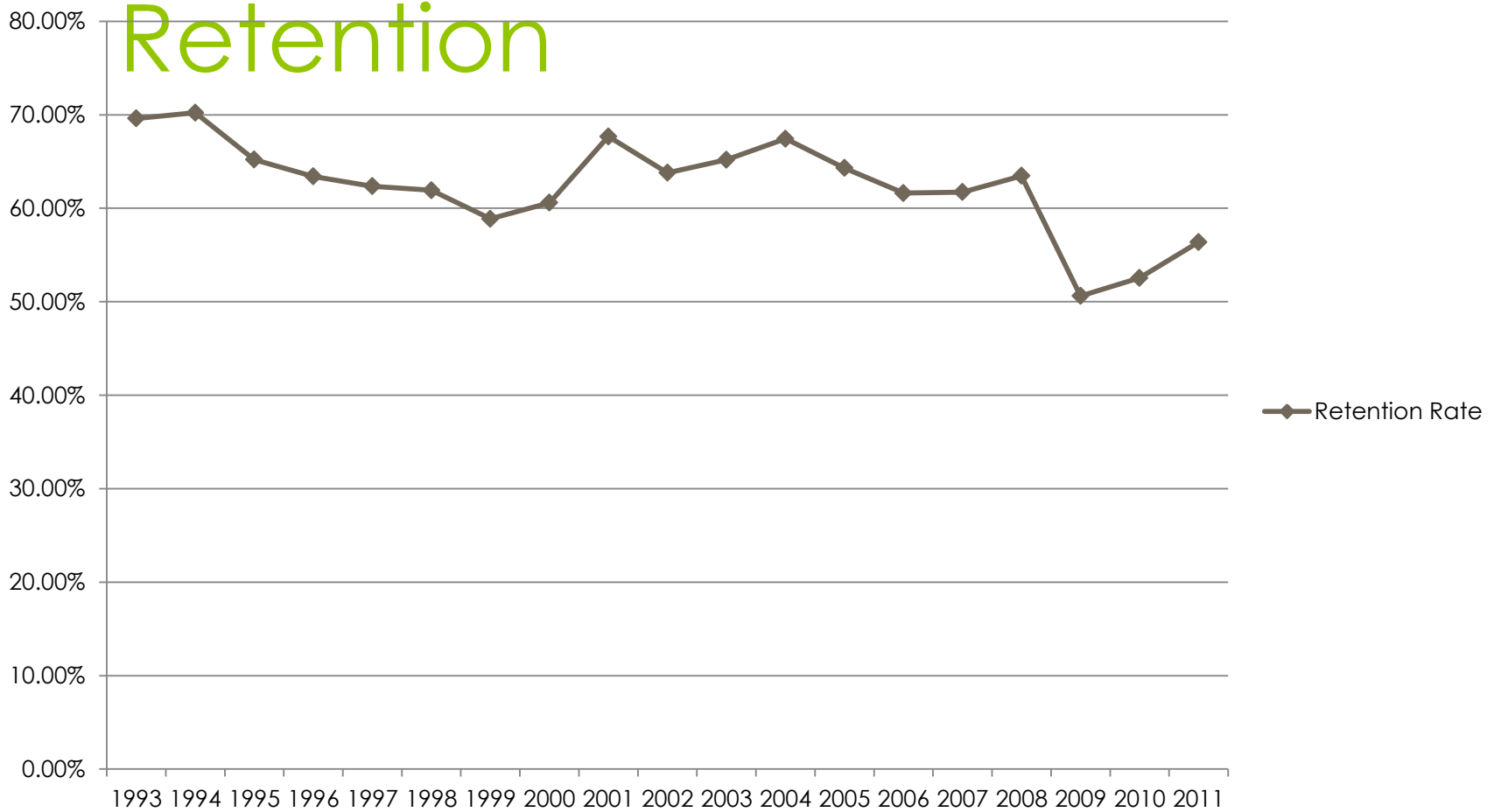


A Review of Key Indicators of Success: 1992-2012

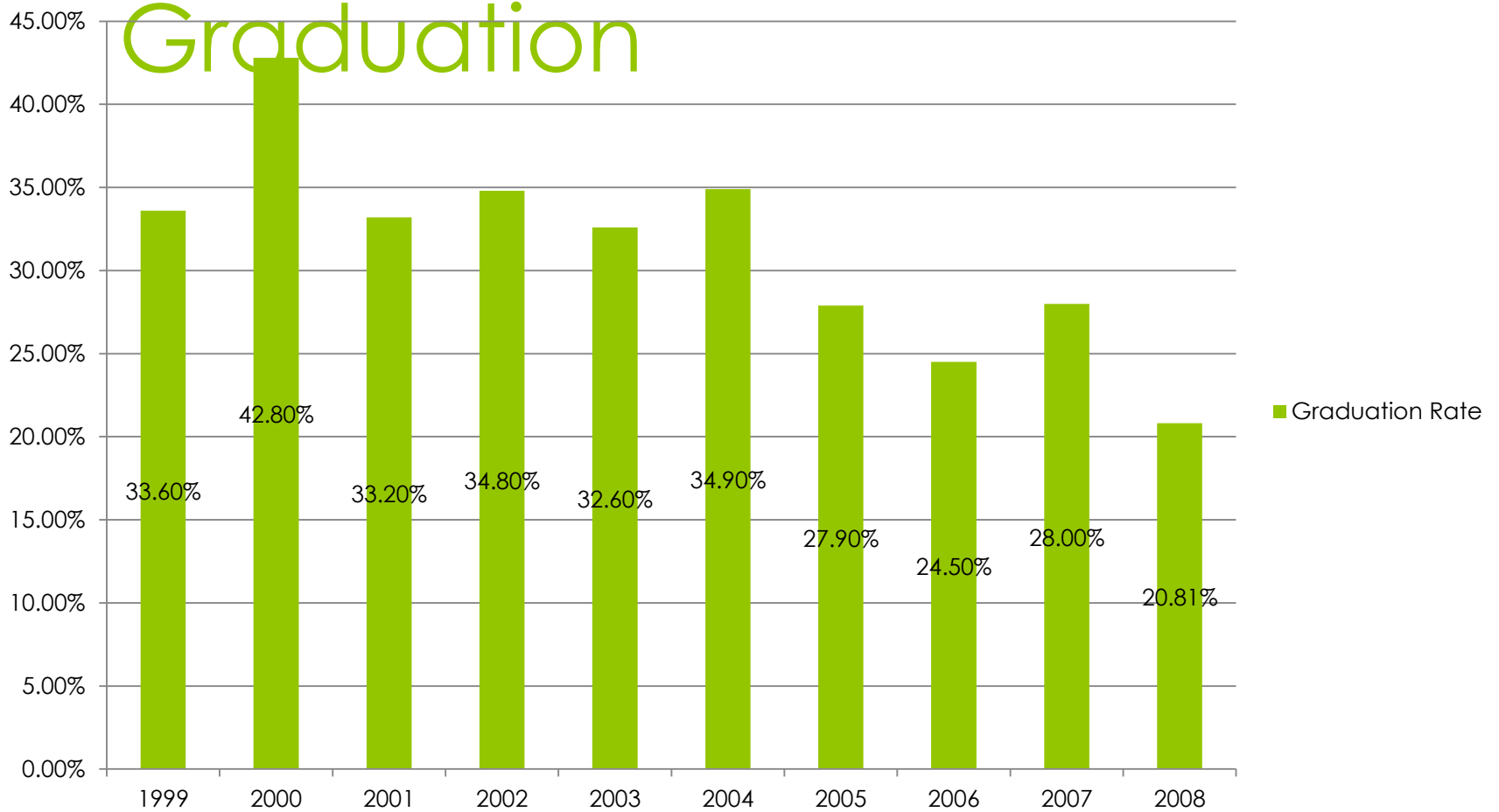
Headcount and FTE



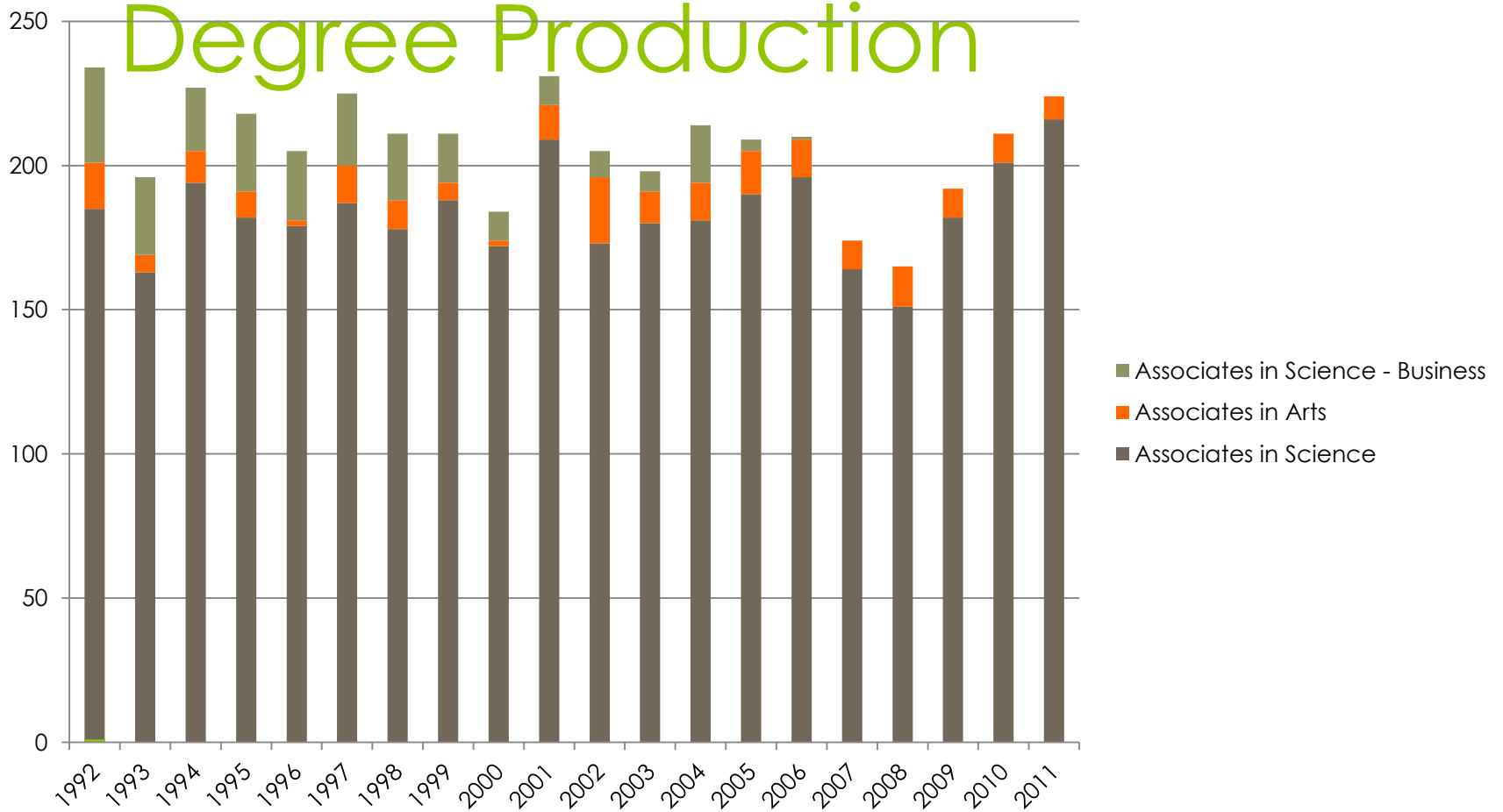
Retention



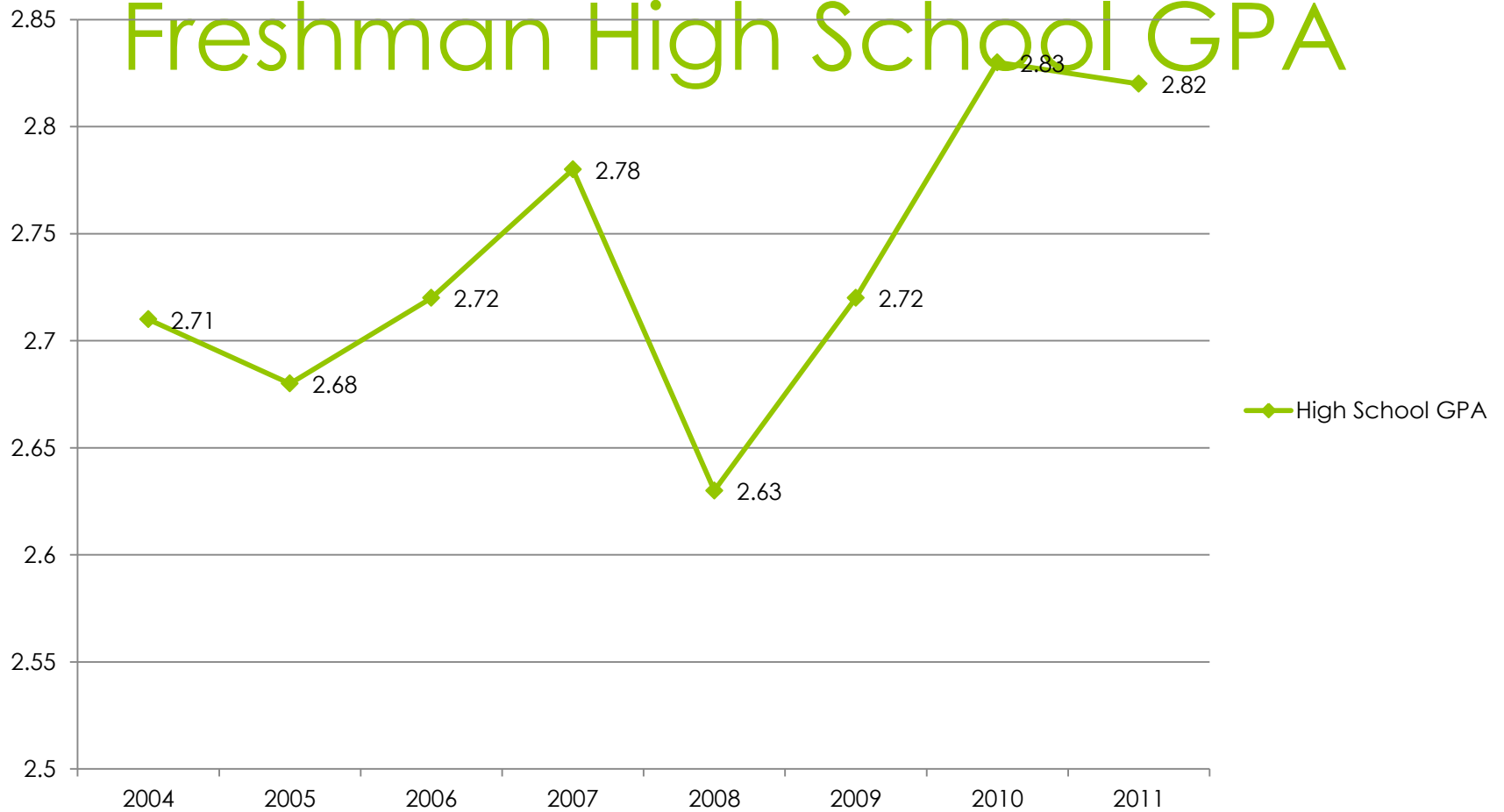
Graduation



Degree Production



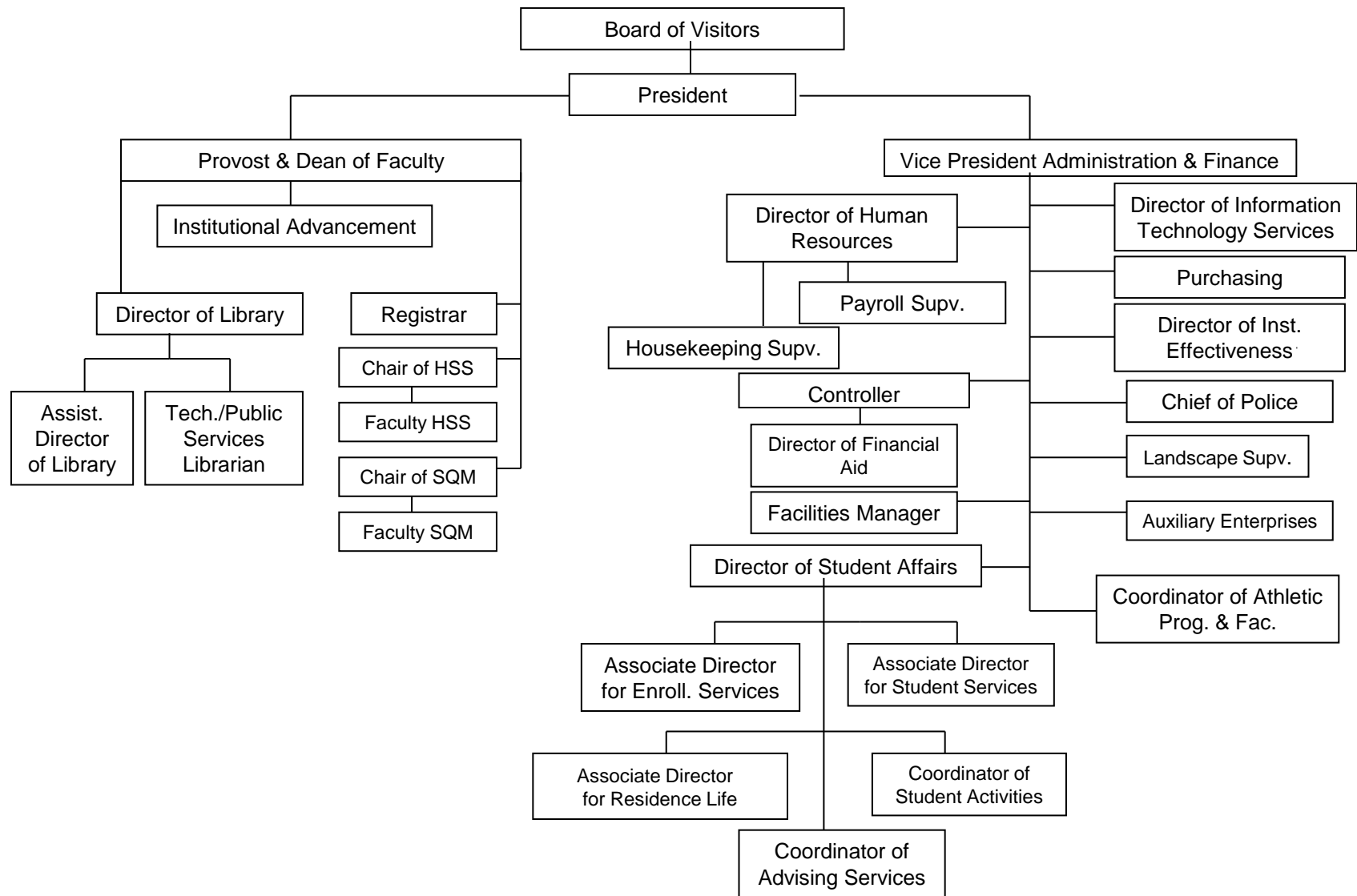
Freshman High School GPA



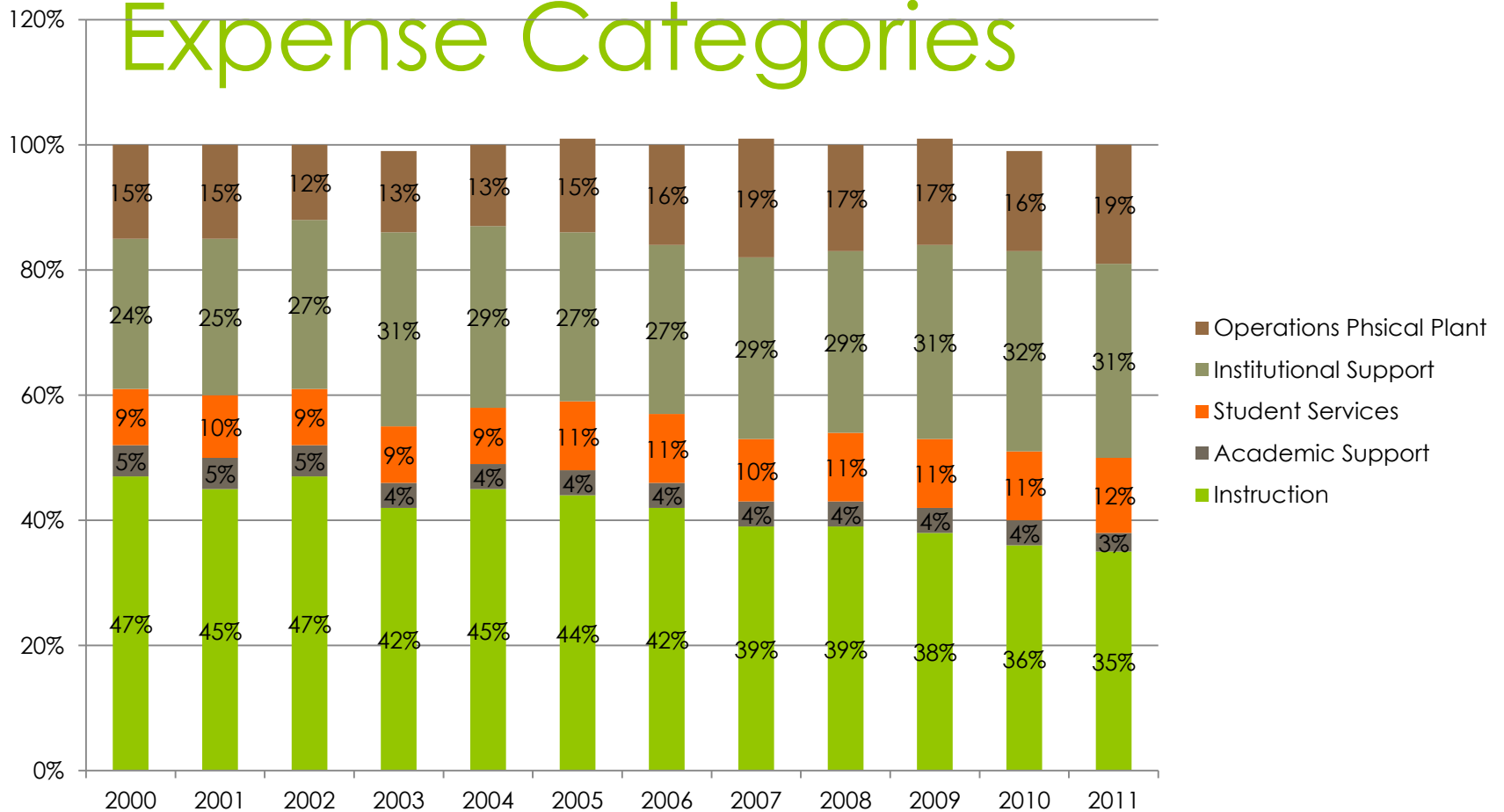


Re-Invest

Richard Bland College Organizational Chart (updated April 29, 2010)



Expense Categories



Full-Time Employees



Re-invest

By merging and clustering complementary administrative functions, RBC can improve service, optimize employee expertise, enhance communications and gain efficiencies. Goal: Re-invest approximately \$250,000 annually in core mission and priority goals.

Richard Bland College
Organizational Chart
By Function

Board of Visitors

President

Institutional
Advancement &
Events

Assistant to the
President

Student Enrollment
Management

One stop shop
Recruitment
Admissions
Financial aid
Testing
Registrar
Student IDs
Academic advising
& pipeline services

Student Retention &
Campus Life

Student activities &
engagement
Student wellness &
health services
Student housing
Campus police
Counseling
Community
programs

Academic &
Institutional
Effectiveness

Instructional
workforce
Academic portfolio
Academic schedule &
modes of delivery
Academic support
services/academic
computing
Library
Planning &
assessment
Institutional
research

Property
Management

Facilities planning &
procurement
Building
maintenance &
custodial services
Grounds &
landscaping
IT services
Sustainability
Fixed assets
Capital
procurement

Financial Services
& Procurement

Budget
development &
management
Audits
Auxiliary services
Human resources/
payroll
Student accounts
Financial reporting
Accounts payable
Procurement

Re-invest (example)

Campus police will be trained and deployed in the coming year to provide first aid/first responder services to all members of the campus community, including the 24/7 student residential population.

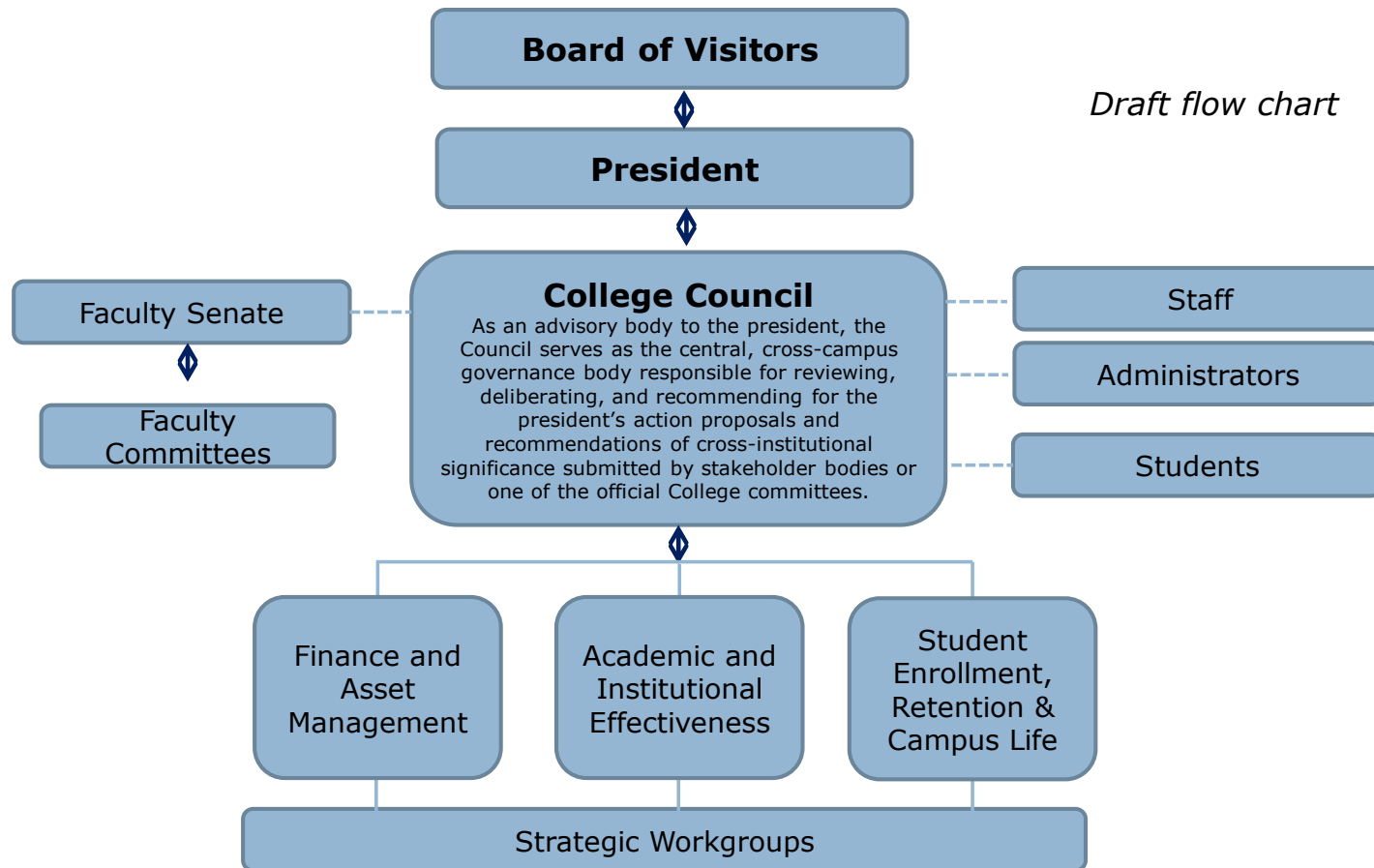
Re-invest (example)

Analyze campus IT needs ... and options for advancing a reliable and robust IT infrastructure, responsive IT services, and new opportunities for IT-enhanced academic and administrative functions.



Re-invent

Proposed Shared Governance & Continuous Improvement Structure





Toward a 2013- 2018 Strategic Plan for Richard Bland College

2012-2013 Priority Goals

Based upon a close analysis of pertinent data, historical information, current environmental conditions and future trends, the President of Richard Bland College recommends approval of the following 2012-2013 goals for Richard Bland College. These goals reflect the President's vision to refocus, reinvest, and reinvent the College to ensure its quality, relevance and sustainability, and to advance its core educational mission. These goals also provide the Board of Visitors of The College of William and Mary in Virginia with measurable criteria for conducting the President of Richard Bland College's annual review in accordance with the employment agreement.

Re-focus

Refocus on the future of Richard Bland College by guiding all stakeholders in a rigorous and transparent strategic planning process, and delivering to stakeholders a 2013-2018 Strategic Plan with measurable outcomes and Key Performance Indicators by June 30, 2013.

- analyze all pertinent data to determine current condition of RBC relative to fulfillment of core mission and success in meeting needs and goals of primary stakeholders
- review relevant trends and best practices in the higher education industry
- conduct a gap analysis to guide strategic priorities

Re-invest

Reinvest limited resources in the core mission of delivering high quality educational services by restructuring administrative operations in the interest of optimal efficiency and effectiveness, and by establishing efficient processes and systems designed to advance the core mission.


realign administrative functions to realize cost efficiencies and reinvest in core educational mission

- evaluate effectiveness of institutional advancement function and realign as necessary to optimize private revenue generation
- establish a transparent and robust budget development and resource allocation process designed to advance core mission and 2013-2018 strategic plan and goals
- design and pilot a one-stop enrollment center and centralized advisement services

Re-invent

Reinvent Richard Bland College to ensure its quality, relevance and sustainability.

- conduct branding and market studies to clarify RBC's "promise" and align RBC's core mission and resources to meet market demands and optimize
- contributions to the public good (e.g., Virginia HEOA of 2011) and to support Strategic Enrollment Management (SEM)
- establish a transparent and effective system for shared governance
- critically analyze and redefine relationship with The College of William and Mary



**Quality is never an accident;
it is always the result of high
intention, sincere effort,
intelligent direction and
skillful execution; it
represents the wise choice of
many alternatives.**

William A. Foster