



Richard Bland College
of WILLIAM & MARY

JOURNEY OF INNOVATION

THE EVOLUTION OF RBC-19



RBC.EDU

CREATE YOUR JOURNEY



Pre-Civil War: 1,200-acre plantation

**Civil War: Union territory & battlefield during the
siege of Petersburg**





**Late 1800's: Cattle & Dairy Farm Established
by the Hatcher-Seward family**

Early 1900's: Pecan grove planted



**World War I: Work camp established for
conscientious objectors**

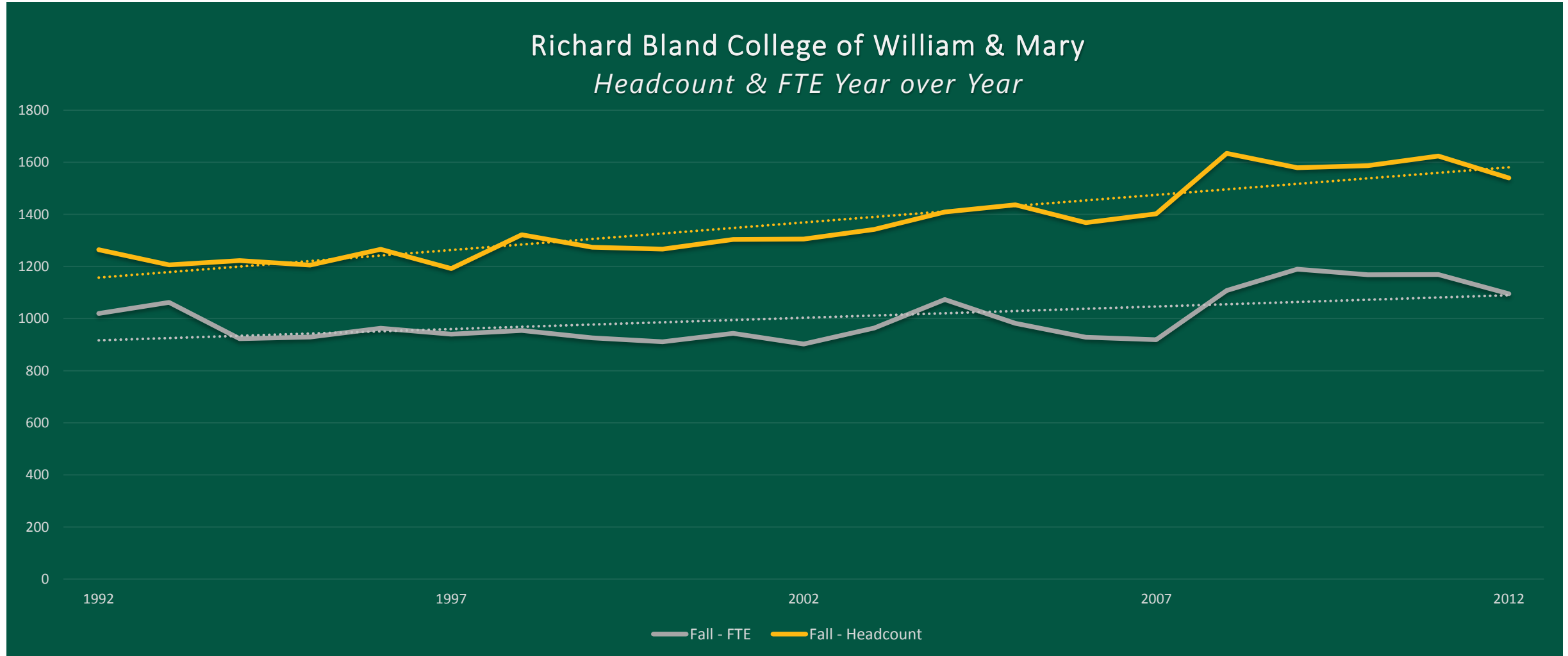
**Mid-20th Century: State-operated training school &
hospital for African-American disabled youth**

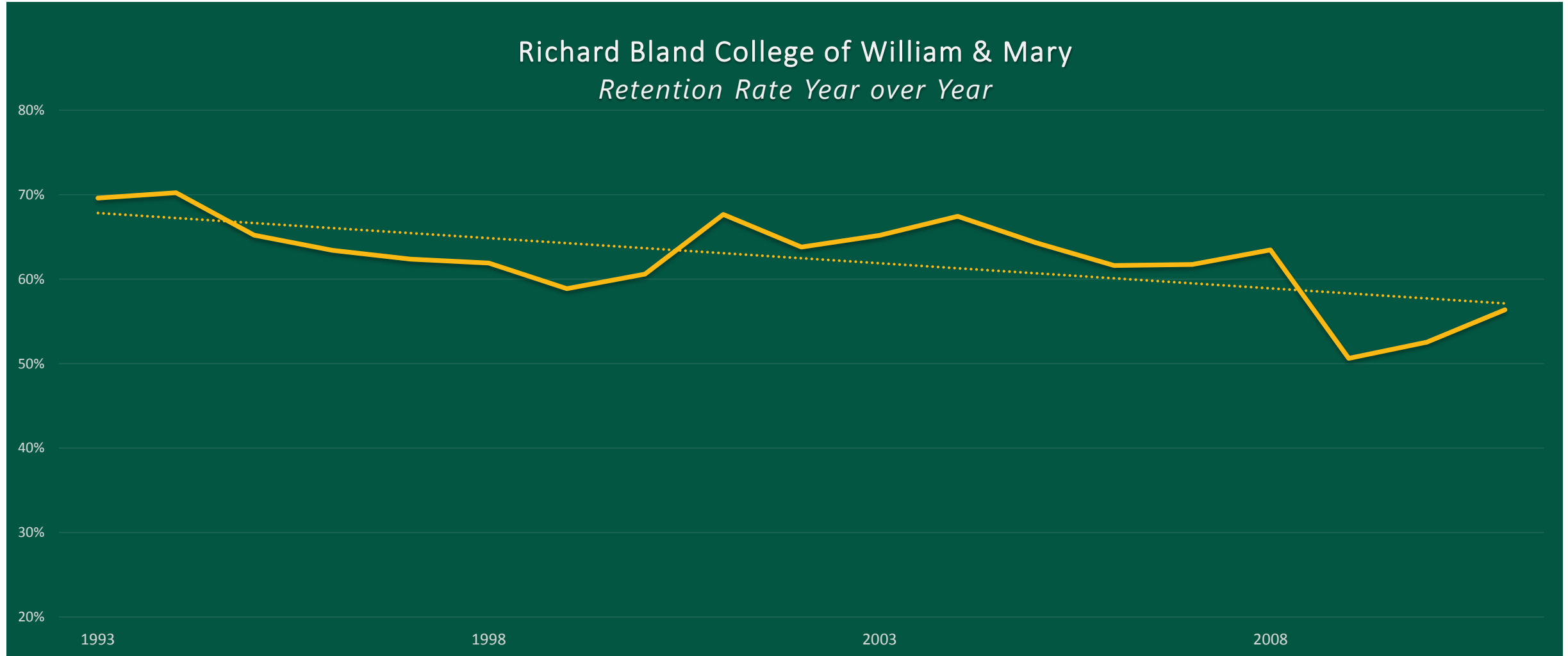


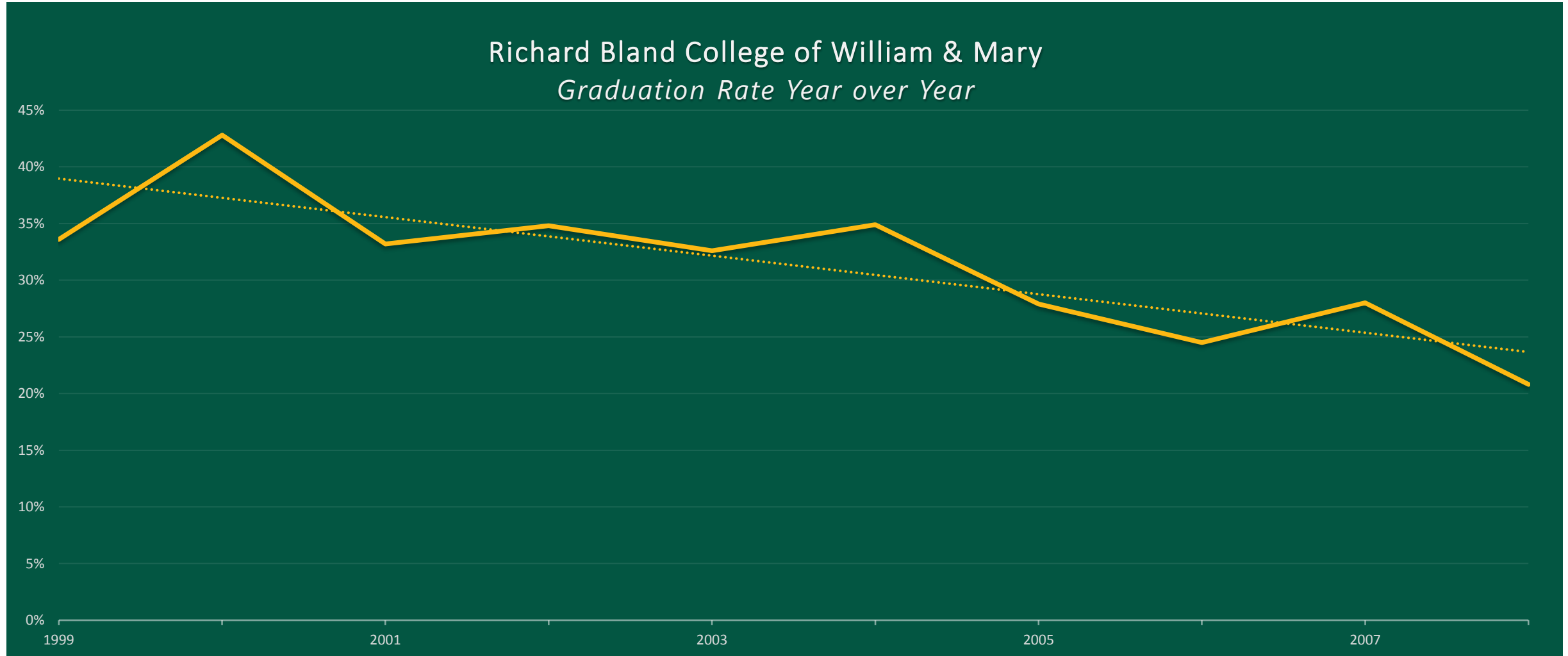


**1960: General Assembly establishes Richard
Bland College. Classes begin in 1961.**



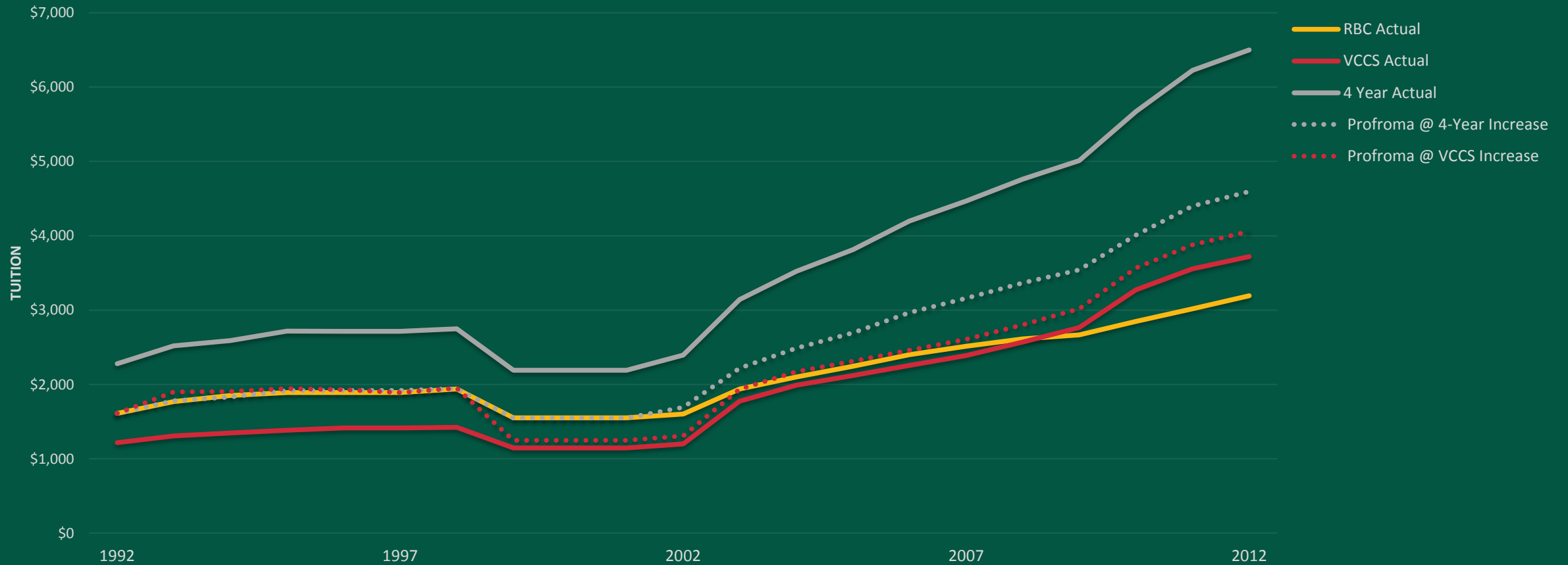








Richard Bland College of William & Mary
Comparative Tuition Rates Year over Year





THREATS

Increased competition (for-profits, community colleges, comprehensiveness)

Demand for ROI

Obsolescence

Court injunction blocking escalation & related issues

Changes in the higher education industry (Business model - declining public revenue, high technology costs; new approaches and delivery systems to serve diverse students; accountability - shift from access to complete agenda)

Public perception

Inertia (lack of a sense of urgency)



WEAKNESSES

Brand and image

Student completion rates (22%)

No enrollment management plan

Limited, undifferentiated product line

Small size does not allow for economies of scale

Fragmented enrollment and advising systems (5% decrease in retention over previous 5 years, 14% decrease in graduation rate over the previous 5 years)

Closed culture (silos, under-developed inter-department cooperation, 86% of students from local area, limited opportunities to gain new industry knowledge and practices)

Lack of continuous improvement systems and transparent culture (data integrity, access to information)

Inadequate technology infrastructure

Limited meaningful and productive linkages with William & Mary



STRENGTHS

- 50-year history with relatively unchanged mission
- Support of William & Mary Board of Visitors
- Unique status as state's only public residential "junior college"
- Location (strong economy, proximity to historic/tourist destinations, physical campus)
- Successful Alumni
- William & Mary brand name and affiliation
- Highly credentialed faculty
- Sense of "ownership" in the community
- Stable leadership
- Staff are friendly and feel proud to work at RBC
- Price
- Size and scale; smallest public college with small class sizes
- Capacity for enrollment growth
- Relationships (Army Logistics University, Dual Enrollment)
- High employee-retention - good place to work



OPPORTUNITIES

Branding and marketing

Build new revenue streams

Capacity for specialized programming in STEM-h, Logistics and online, hybrid and innovative program delivery

Shared governance - tap collective intelligence

Re-start escalation process to offer baccalaureate programs

Utilize existing resources (housing, groves, wetlands, expertise) to generate revenue

Reallocate and reinvest in quality improvements, innovation and new educational offerings

Alignment of academic portfolio



WEAKNESSES

~~Brand and image~~

~~Student completion rates (22%)~~

~~No enrollment management plan~~

Limited, undifferentiated product line

Small size does not allow for economies of scale

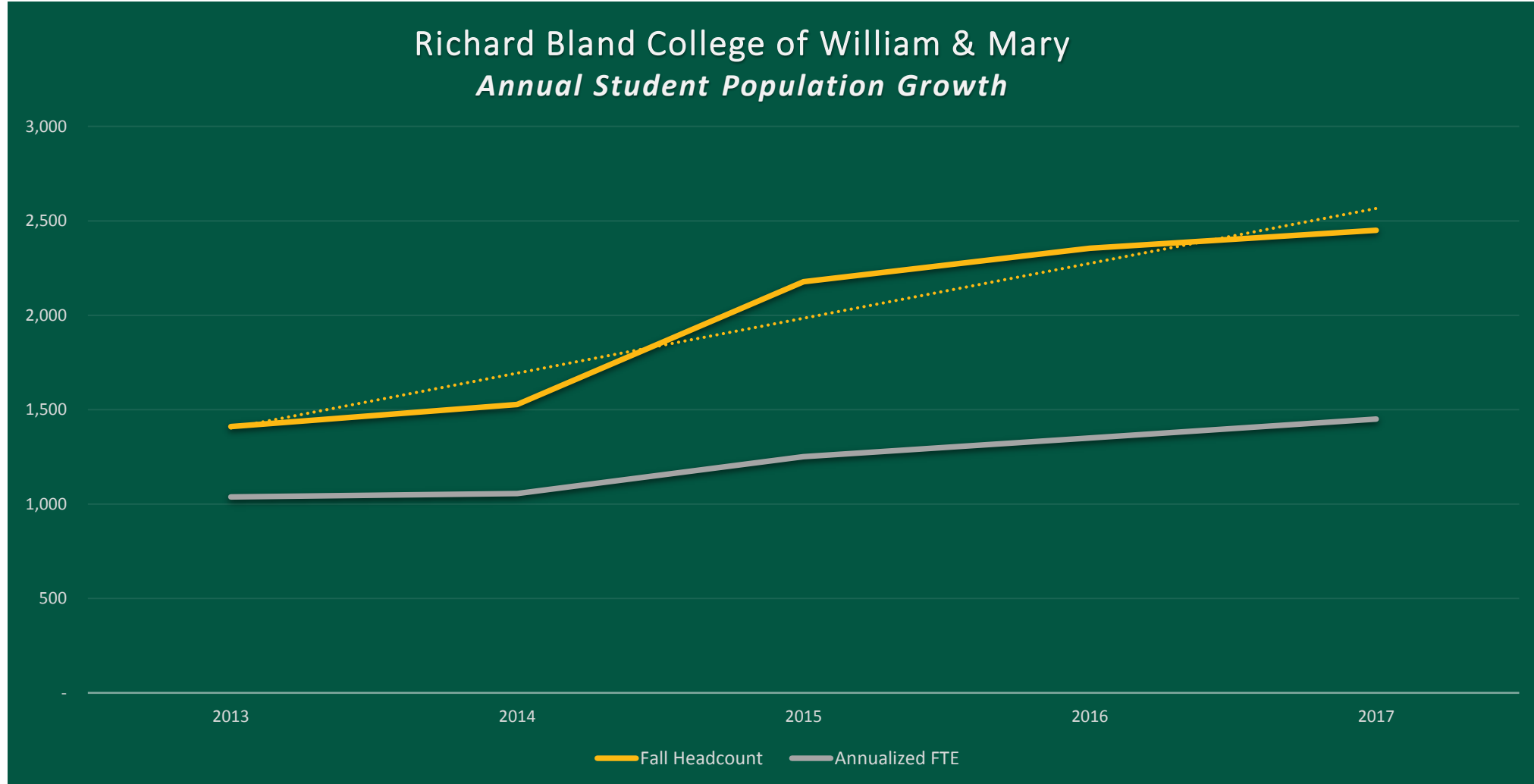
~~Fragmented enrollment and advising systems (5% decrease in retention over previous 5 years, 14% decrease in graduation rate over the previous 5 years)~~

~~Closed culture (silos, under-developed inter-department cooperation, 86% of students from local area, limited opportunities to gain new industry knowledge and practices)~~

~~Lack of continuous improvement systems and transparent culture (data integrity, access to information)~~

~~Inadequate technology infrastructure~~

Limited meaningful and productive linkages with William & Mary





5% INCREASE

*Fall 2015
to
Fall 2016*



PRESIDENT'S & DEAN'S LISTS

76% INCREASE

Students Earning 3.25 GPA & Above



**52 Students
4.0 GPA**

76%

*Fall 2015
to
Fall 2016*

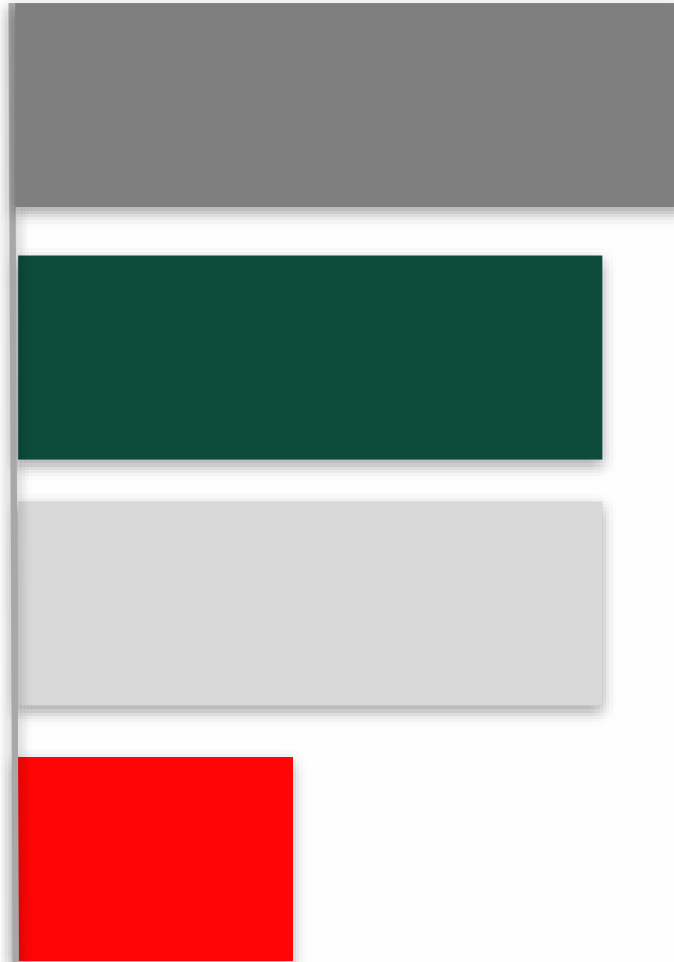


82.4%
4-Year Public

62.2%
RBC

62.2%
4-Year Private

39.4%
VCCS



Complete
Baccalaureate
Credential
Within
10 Years

**through May 2016*



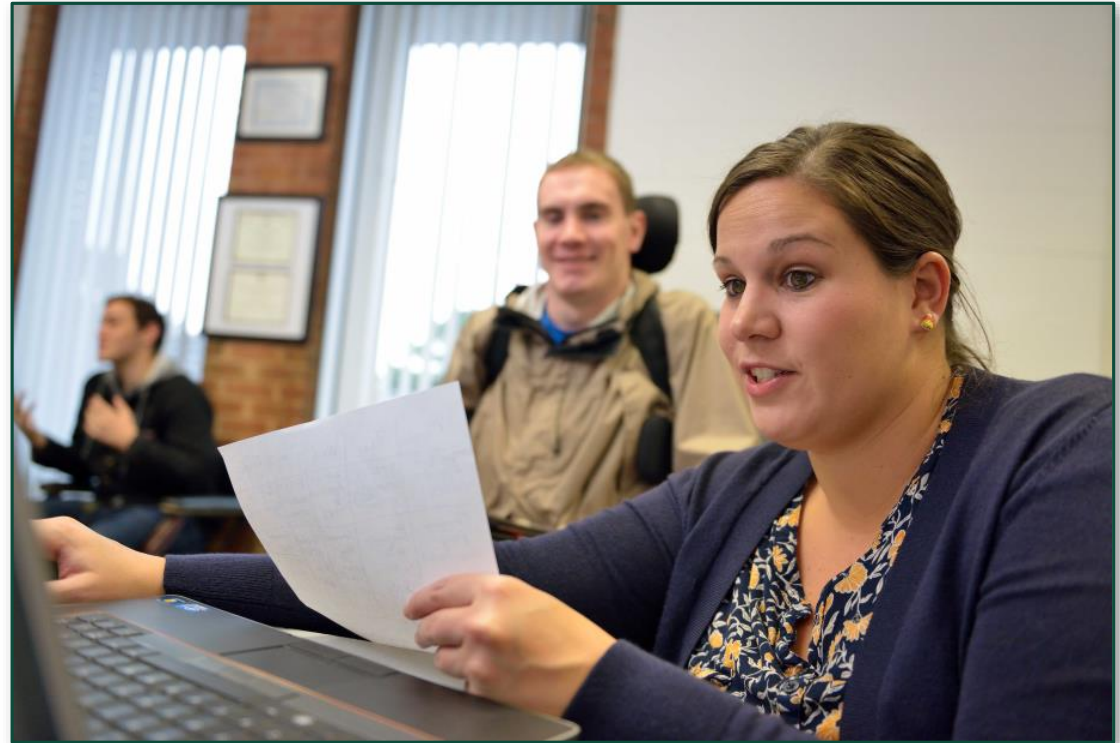
Exceptional Student Experience

Advising With A Learner Mentor

Academic Support 24/7

Life Skills Literacy & Counseling

Wrap-Around Student Support

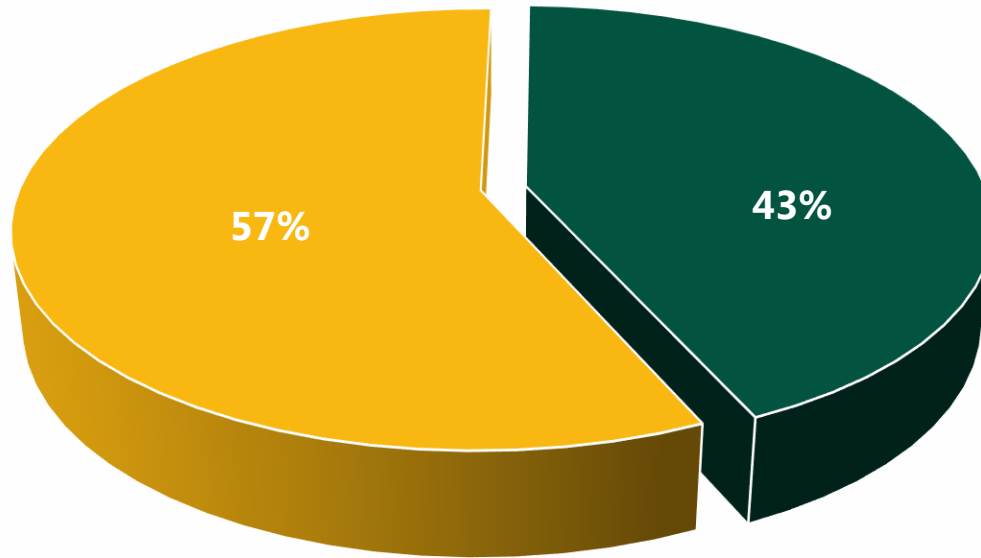




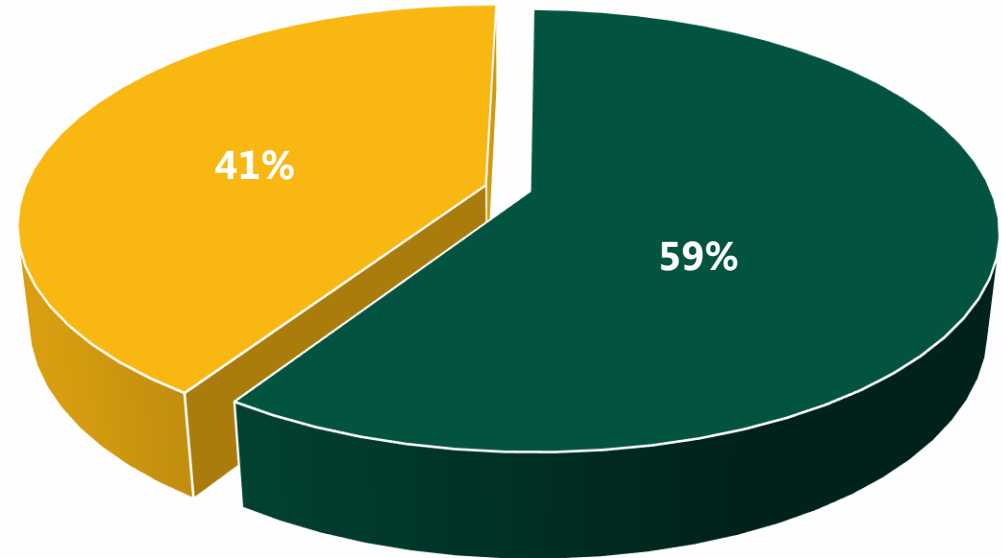
- ❖ SACSCOC approval to offer Business Administration AS degree entirely online effective Fall 2015 – a “Substantive Change” to current accreditation
- ❖ Fall 2017: AS Degree program available online, no additional approval required
- ❖ Fall 2018: AA Degree program available online
- ❖ Public and Private Partnerships to deliver these programs for Corporate and Military students



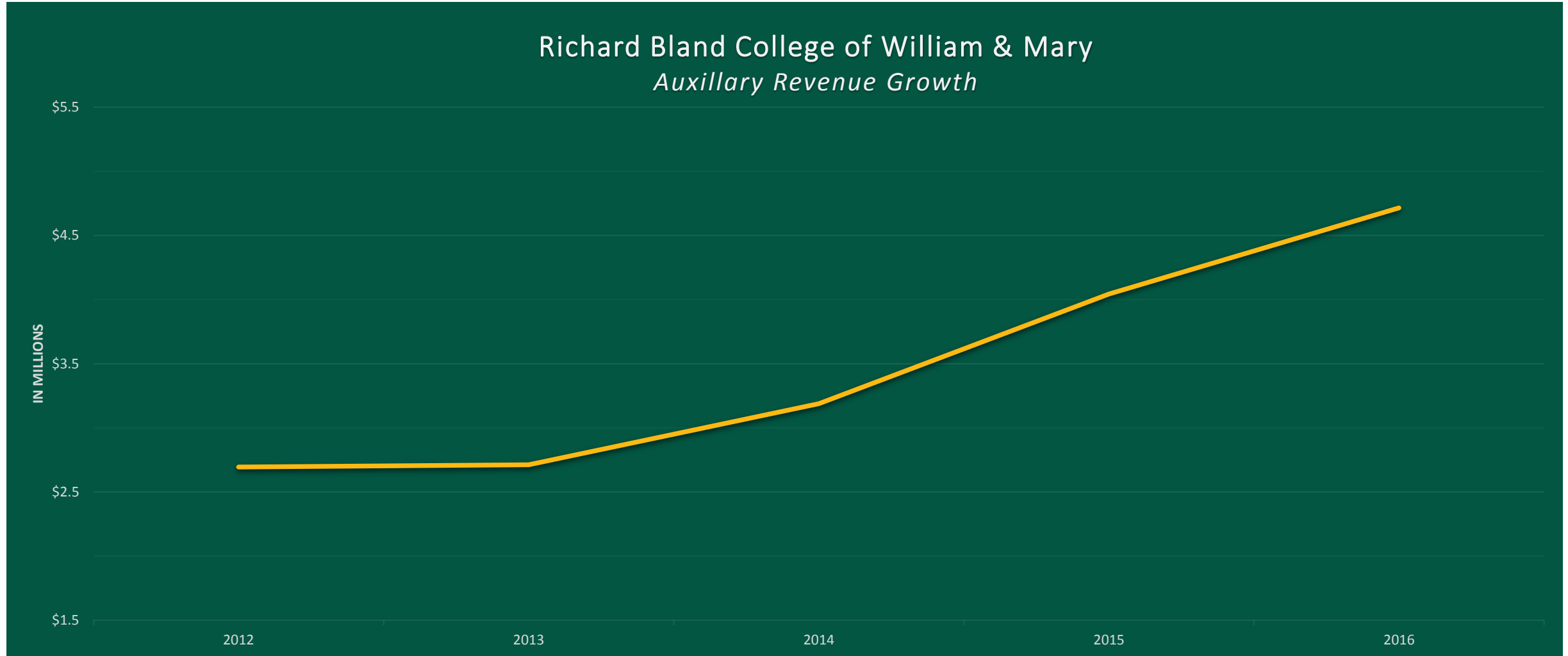
Fiscal Year 2012



Fiscal Year 2017



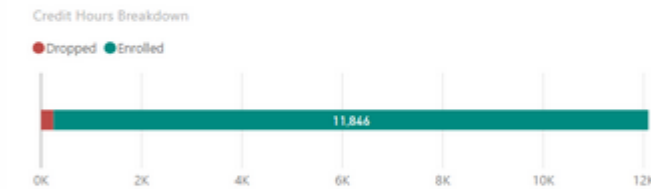
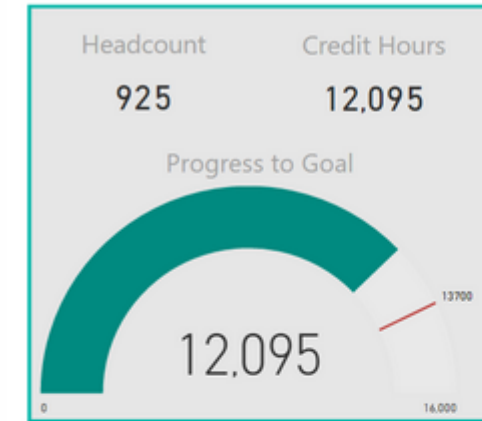
- Institutional Support, Operation of Plant & Maintenance
- Instruction, Academic and Student Services





Data Visualization & Reporting in the Areas of:

1. Enrollment
2. Retention
3. Student Success
4. Finance & Operations
5. Customer Satisfaction

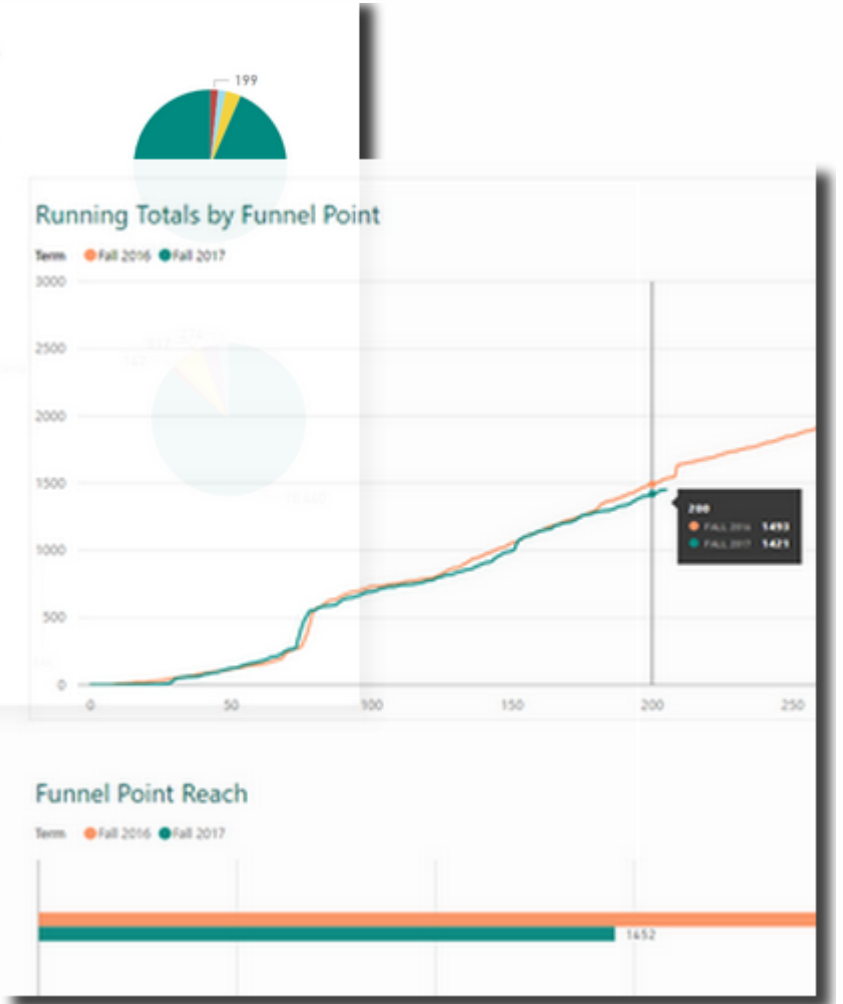


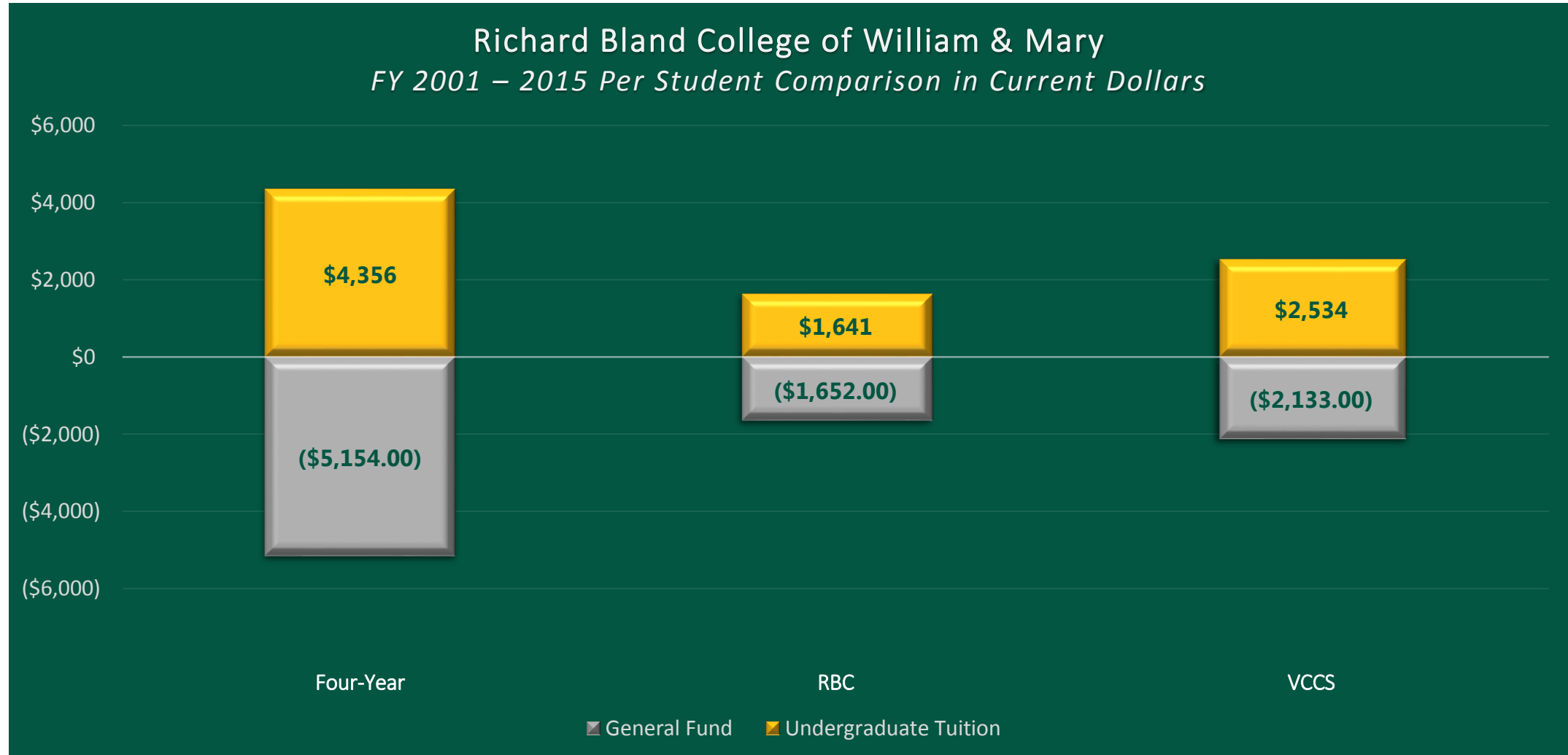
by Residency Status

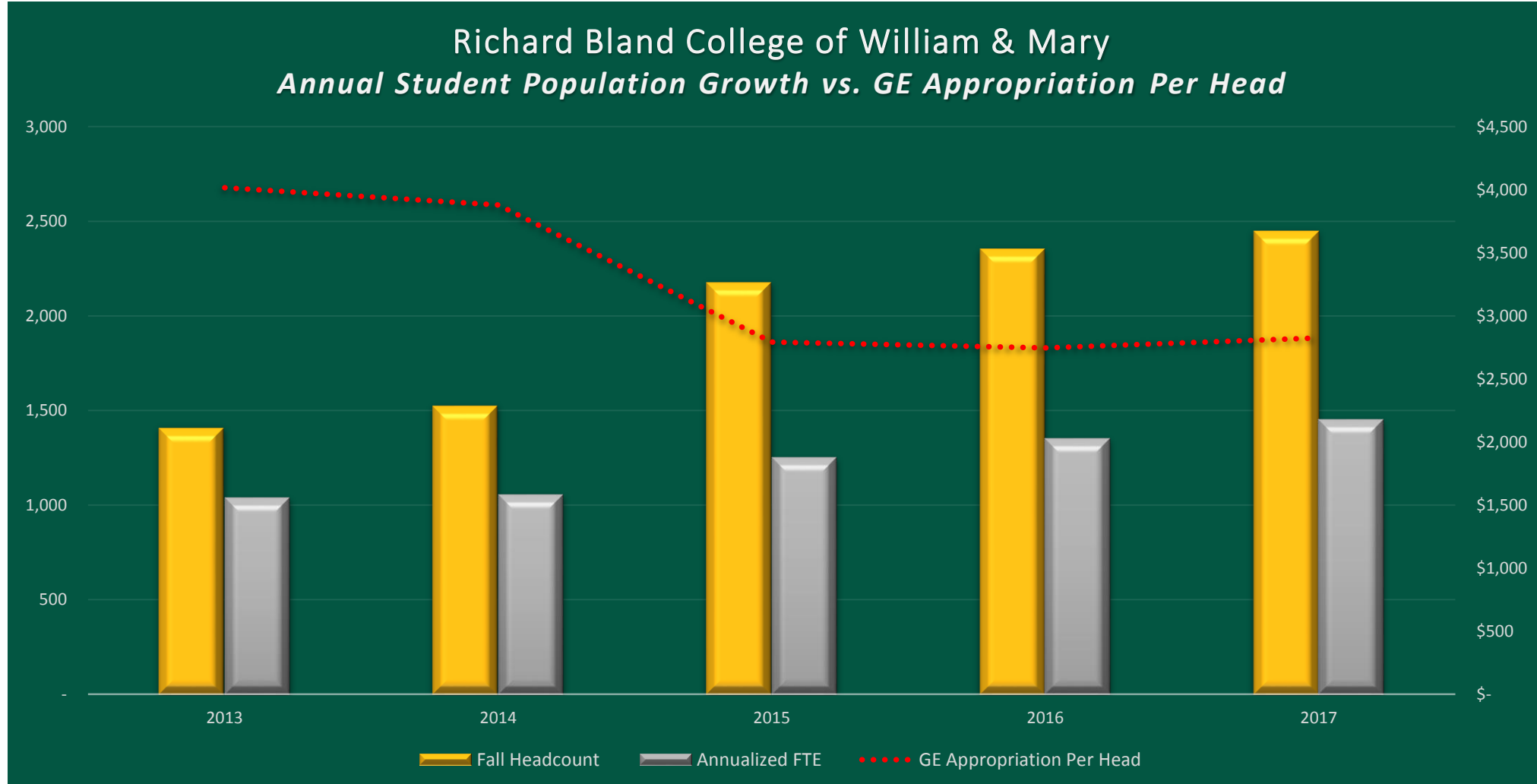
- International
- Military
- Non-VA Resident
- Undeclared
- VA Resident

by Student Type

- Continuing
- High School Prog
- New
- Re-Admit
- Transfer









Size, agility and appetite for scalable innovation and experimentation

- Strategic plan geared toward academic innovation in response to market demands
- Only two-year, public residential campus in Commonwealth
- Affordable, high-quality university gateway with highly reputable liberal arts programs
- Defined Pathways: Guaranteed Transfer Agreements with 45 institutions
- 750-acre campus with substantial natural resources



The Essential Pillars of Our Future Success:

- MISSIONAL INTEGRITY
- SELECTED SUPPORTING SERVICES
- COORDINATED CURRICULUM
- UNIFIED PATHWAY for STUDENTS



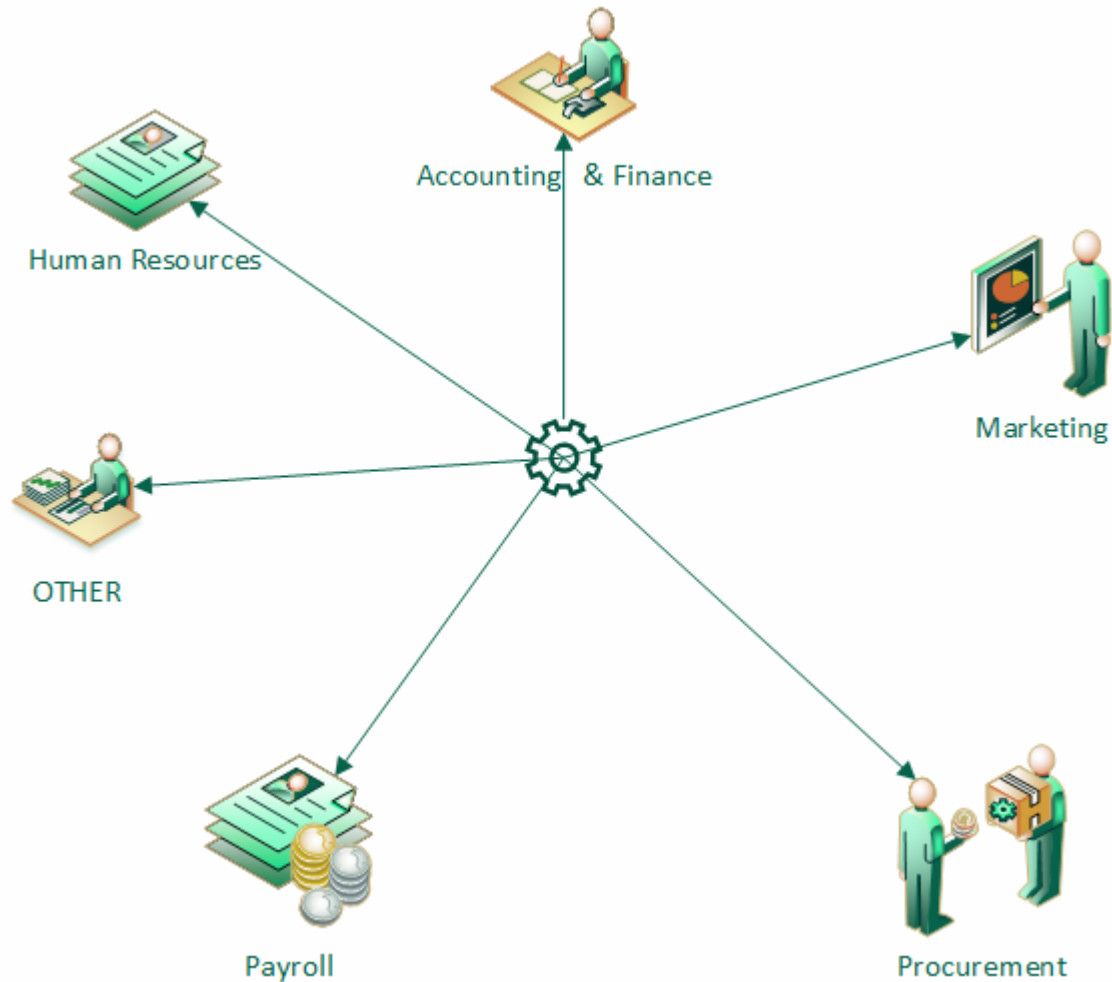


OUR MISSION:

“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.”



SELECTED SUPPORTING SERVICES



Determine Services that Provide:

1. Sensible Integration
2. Efficiencies in Process
3. Economies of Scale



A well-defined, aligned curriculum that meets the **Exceptional Student Experience** model of *Richard Bland College* and the rigorous academic standards of *The College of William & Mary*



Freshman/Sophomore Year

Junior/Senior Year

Entering freshmen
apply to RBC
through a unified
application process



Richard Bland College
of WILLIAM & MARY



WILLIAM & MARY
CHARTERED 1693

***Preferred
Partners***

*Students who maintain the required academic standards during their freshman and sophomore year continue at **William & Mary** with no further application or transfer work. Student transfer to a **Preferred Partner** is managed through a process that is seamless to the student.*



LET THE DISCUSSION OF THE
JOURNEY FORWARD BEGIN...

