

Board of Visitors

November 14-16, 2018

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

**PROGRESS REPORT**  
**November 2018**

**Dr. Kenneth O. LaTessa**  
Acting Provost

**Academics**

Recruitment is underway for the 2019-20 freshman and sophomore classes of Promise Scholars. The application went live on October 1, and letters are being sent to all accepted students with the required high school GPA. In addition, the program was promoted at the 2018 Fall Open House on October 20. A panel consisting of Dr. Meghan Sinton, 2020-21 Promise Fellow; David Snyder, RBC '17 and W&M '19; Caleb Harris, freshman Promise Scholar; and Jasmine Francis, freshman Promise Scholar was available for prospective students.

On September 21, the Promise Scholars visited James Monroe's Highland. Twenty students went on a tour, experienced the augmented reality tour, and were entertained by a James Monroe reenactor.

Overall, Promise Scholars and Honors students are active on campus as they provide leadership in clubs, athletics, the living and learning community, and at special events.

**Bridge Program Applications**

There are 32 applicants to fill the seven remaining seats for the Spring 2019 W&M-RBC Co-Enrollment Bridge Program cohort.

**Collection Development**

For the first time in over ten years, Library Services is conducting a complete inventory of all physical resources. The process—which involves removing visibly outdated and damaged materials, scanning all remaining materials into the Library's management system, and running analysis reports on each section of the Library's Stacks—will provide the Library staff with an accurate inventory that will be used in future decision making on resource acquisitions and removals. The project itself is approximately 25% complete, with over 20,000 physical items scanned and updated within the system thus far.

In addition to conducting a physical item inventory, Library staff is also working to redevelop the Library's Collection Development and Management Policy. Updates include the development of a rotational schedule for assessing library resources in specific subject areas, specific guidelines for accessioning and deaccessioning materials, and procedures for gaining faculty and student input in the entire process.

### Library Instruction

Library staff have collaborated with multiple faculty members to offer library instruction sessions to over 316 students this semester to date. Session topics have varied from general library orientations to specific sessions on analyzing primary source documents in the College's archives. In collaboration with Institutional Research, the Library began formally assessing these sessions in fall 2018. Current survey results show that the average student response is 8.6 when asked to rank the usefulness of the session on a scale of 1 to 10.

### Athletics

Men's Soccer is currently in 2nd place in NJCAA Region X Division I. They have a record of 14-2-2 and have advanced to semi-finals. Region 10 playoffs begin October 24, 2018.

Women's Volleyball has clinched the 1st place regular season title and currently has a 13-4 record. They have an automatic bid to the NJCAA Region X Championship game on October 27, 2018 in Spartanburg, SC. The winner will move to the district tournament in Bradenton, FL.

Head Women's Softball Coach Danielle Thacker stepped down recently to pursue an opportunity closer to home. Troy Jacobs, Assistant Coach, will take over head coaching responsibilities, effective immediately. Coach Jacobs joined RBC during the 2017-18 year as an assistant softball coach. He has coached girls fast pitch softball for 32 years, starting the Richmond Ruckus organization in 1990 with one team and expanding it to 11 youth teams that now include baseball. Jacobs has attained over 700 wins in 20 years with the Richmond Ruckus 18U team and has sent over 100 individuals to play in collegiate athletics, including 65% to NCAA Division I programs.

Richard Bland continues to create and improve programming and processes to ensure that student-athletes stay on track academically. Each student-athlete is required to do 5 hours of study hall per week with options including supervised study, tutoring, time in the writing lab or working with a professor during officer hours. Time is logged, submitted and put on file. Additionally, each student athlete was required to have their professor fill out and sign a progress report which was collected mid-October. Students identified to be at risk in any course were required to set up time with their professor. The results of these efforts will be assessed at the end of the term.

### Enrollment Management

Analysis of the fall 2018 recruitment effort has revealed that Richard Bland College saw a **9.7% increase** in headcount and an **11.9% increase** in credit hours for new students. For fall 2019, the admissions team has planned the same type of rigorous, targeted efforts that resulted in

these very positive results and is off to a great start, with over 200 scheduled high school and college fair programs. RBC has also added on-campus Onsite Admissions Days and have 10 visits planned during the 2018-2019 year. Richard Bland has again partnered with Whiteboard Higher Education to drive the application development initiative. Table 1 shows regional targets for the fall 2019 incoming class.

Table 1. New Student Targets by Region

Stage Name	Applicant			Admit			Confirmation			Registration		
RegionName	TargetValue	CurrentValue	Percent of Target	TargetValue	CurrentValue	Percent of Target	TargetValue	CurrentValue	Percent of Target	TargetValue	CurrentValue	Percent of Target
Non-Virginia	182	16	8.8 %	106	3	2.8 %	62	0	0.0 %	42	0	0.0 %
Central Virginia	1906	100	5.2 %	1107	20	1.8 %	645	0	0.0 %	423	0	0.0 %
Tidewater	122	15	12.3 %	71	5	7.0 %	41	1	2.4 %	28	0	0.0 %
Northern Neck	81	6	7.4 %	47	3	6.4 %	27	0	0.0 %	17	0	0.0 %
Northern Virginia	182	14	7.7 %	106	3	2.8 %	62	0	0.0 %	35	0	0.0 %
Valley	41	2	4.9 %	24	0	0.0 %	14	0	0.0 %	10	0	0.0 %
Western Virginia	20	0	0.0 %	12	0	0.0 %	7	0	0.0 %	3	0	0.0 %
Southwest	0	1		0	0		0	0		0	0	
Southside	81	9	11.1 %	47	0	0.0 %	27	0	0.0 %	17	0	0.0 %
<b>Total</b>	<b>2615</b>	<b>163</b>	<b>6.2 %</b>	<b>1520</b>	<b>34</b>	<b>2.2 %</b>	<b>885</b>	<b>1</b>	<b>0.1 %</b>	<b>575</b>	<b>0</b>	<b>0.0 %</b>

165 applications for spring 2019 have been received, and 55 new students have been admitted. For fall 2019, 163 applicants have been received, and 34 for the entering class have been admitted.

Over 250 students and parents participated in Open House on October 20. Sessions included information on the Exceptional Student Experience, the basics of applying for financial aid, the types of financial aid and other resources available to help them navigate the process of paying for college, and a session featuring the Honors program, with a focus on the Promise Scholars program.

The Office of Financial Aid consistently evaluates student fiscal needs to provide equitable financing options to prospective and current students, while serving as a responsible fiduciary agent for the federal and state government. The Financial Aid Office has accomplished the following tasks over the last quarter:

- \$9.1 million Awarded in all Financial Aid Programs (federal, state, institution) for the 18-19 Award Year to 750+ students
- 1.1 Million disbursed in Federal Pell Grant (fall 2018 Semester)
- 1.6 Million disbursed in Federal Student Loans (fall 2018 semester)
- \$ 454,437 disbursed in State Grants (fall 2018 semester)
- \$ 612,847 disbursed in all other programs (fall 2018 semester)
- Reconciled Pell Grant for the 2017-2018 Year
- Completed the SCHEV S1/S2 Report

- Complete the FISAP Report
- Initiated October FAFSA Friday Sessions for All Students

As of September 25th the Office of Records & Registration has a new staff member in the Records and Registration Coordinator position, Hashauna Farmer. This addition provides a much needed human resource to better serve our students. To keep up with the latest technology and Virginia guidelines, staff attended the Virginia Domicile Workshop and established the mandated committee on campus. Public institutions of higher education in Virginia are required to establish an appeals process for applicants denied in-state tuition. This committee serves as the internal review team.

Between May 2018 and October 2018, the Office of Records & Registration processed 1,934 transcripts resulting in \$12,265 in revenue, a relatively large increase over last year's 1,430 transcripts (\$9,170) during the same period.

### **Information & Technology Services**

Richard Bland College Information Services continues to experience roadblocks and fiscal challenges because of the VITA program called ECOS requiring that Tier 1 institutions submit to scanning of software as a service (SaaS) platforms that transfer personally identifiable information (PII). The cost of the service will be approximately \$12,000 per year / per system and could result in costs to RBC exceeding \$200,000 annually. The ramifications of this unfunded mandate will continue to be problematic in the future as systems and platforms currently utilized at RBC come up for renewal.

On July 2, 2018, the College went live with the production instance of Banner 9. All functional units are actively using the upgraded system. The final steps in the migration project involve the upgrade of the Oracle database system to version 12 and then decommission of the Banner 8 instance. Access to Banner 8 INB is scheduled to be complete at the end of October.

The College continues to pursue the implementation of a system for online proctoring, a system that is required for SACSCOC reaffirmation. The assessment data collection of Examity, our selected platform, has been delivered to VITA's ECOS program for initial assessment. Once VITA completes the assessment, RBC will be given the authority to enter into an agreement. Ongoing monitoring by VITA will be an added cost to the total budget for online proctoring.

In support of National Cyber Security Awareness month, Richard Bland College is, for the second year in a row, listed as an NCSAM Champion. Several student and faculty targeted events took place during the month of October. The College hosted a panel of cyber security professionals. This year's event drew five-fold the number of student attendees over last year's panel.

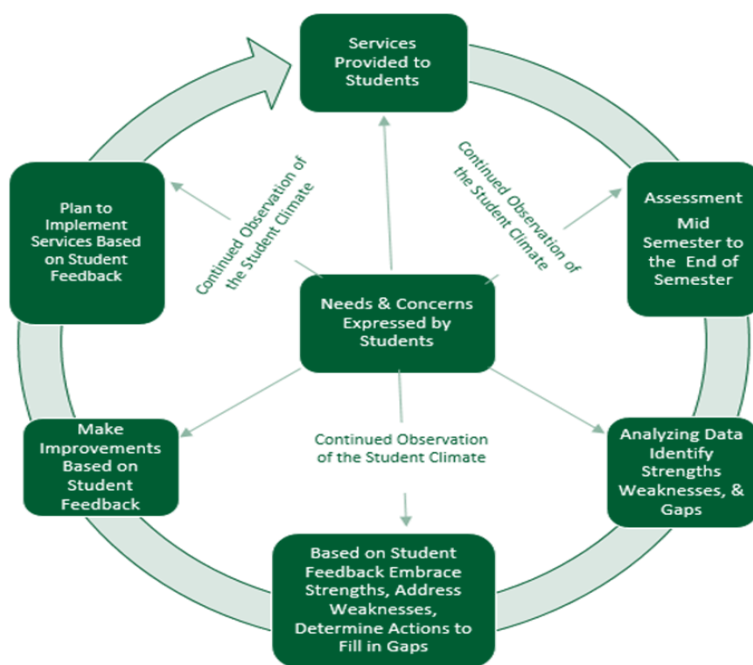
## Student Life

Housing is serving a total of 351 students, or 70% occupancy. Both the ASPIRE and CHOICE living & learning communities are proving to be a big hit after the initial assessment period, and we look forward to positive data at the conclusion of the fall semester.

The College is in the final stages of hiring two additional Learner Mentors, and we are actively engaged in revamping processes to better serve RBC students. We are altering how we identify students who are at risk for failure and intentionally creating interventions that will guide the work of the Learner Mentors as they seek to ensure student success. We are confident that these actions will prove beneficial and improve the student:learner mentor relationship.

RBC's Counseling Services Director, Dr. Evanda Watts-Martinez, developed the counseling cycle to provide a clear picture of the assessment cycle that will help administrators and students understand how we ensure that students move to a position of power to prevent stagnation.

### Counseling Services Planning Cycle



**Ms. Carol Kelejian**  
Director of Institutional Research

### **SACSCOC Reaffirmation of Accreditation Update**

The On-Site Reaffirmation Review Team's visit to the RBC campus took place October 15-18, 2018. During the visit, the team, led by Dr. Bob Boehmer, engaged in substantive conversations with RBC faculty, staff and students. At the conclusion of their visit, the On-Site Team presented their findings to the campus community, and they commended the College's leadership and the candid and transparent engagement of the campus community throughout the process.

As a result of their visit and campus-wide review, the On-Site Reaffirmation Team identified recommendations related to five of the *Principles of Accreditation*, for which compliance had not been fully demonstrated. Those recommendations relate to the following Principles:

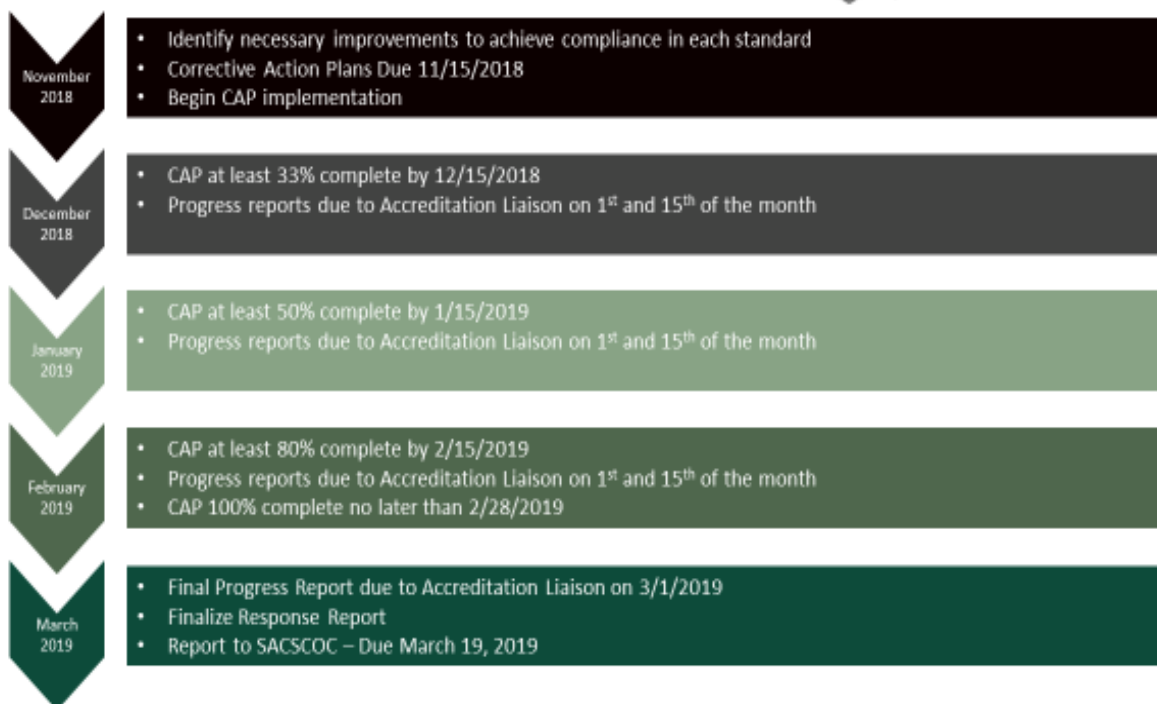
- 6.2.a: For each of its educational programs, the institution a. Justifies and documents the qualifications of its faculty members. (Faculty qualifications)
- 7.2: The institution has a QEP that (a) has a topic identified through its ongoing, comprehensive planning and evaluation processes; (b) has broad-based support of institutional constituencies; (c) focuses on improving specific student learning outcomes and/or student success; (d) commits resources to initiate, implement, and complete the QEP; and (e) includes a plan to assess achievement. (Quality Enhancement Plan)
- 13.1: The institution has sound financial resources and a demonstrated, stable financial base to support the mission of the institution and the scope of its programs and services. (Financial resources) [Core Requirement]
- 14.2: The institution has a policy and procedure to ensure that all substantive changes are reported in accordance with SACSCOC policy. (Substantive change)
- 14.3: The institution applies all appropriate standards and policies to its distance learning programs, branch campuses, and off-campus instructional sites. (Comprehensive institutional reviews)

Details regarding these recommendations will not be available until the College receives the report from the on-site Review Team. At that time, detailed Corrective Action Plans will be prepared by the appropriate unit heads, in consultation with the Accreditation Liaison, with the intent of achieving compliance by March 2019 when RBC's response to the findings is due to SACSCOC. Achieving compliance and preparing the Response Report constitutes the final phase of the decennial reaffirmation process. A broad timeline for this phase is provided in the figure below.

## SACSCOC Compliance & Response Timeline



Richard Bland College  
of WILLIAM & MARY



**Mr. Paul Edwards**  
Chief Business Officer

### **Overview**

The Finance Office of Richard Bland College of William & Mary consists of the following units: budgeting, general accounting, financial reporting, procurement, accounts payable, accounts receivable and cashiering. The financial reports for fiscal year-end June 30, 2018 have been completed and submitted to William and Mary. Having started with RBC in September 2018, I am excited and energized by the challenges and opportunities that lie ahead for the Finance Office, as well as the College. As we work to positively transform the Finance Office into a high-performance unit, we will continually seek to improve through greater efficiencies and use of best practices.

### **First Steps**

The initial phase of any transformation process begins with obtaining an understanding of the current situation and environment. We are currently undergoing an extensive evaluation and discovery process whereby all facets of the finance operation will be carefully scrutinized, including philosophy, policies, procedures, processes, internal controls, staffing and systems. We are documenting and evaluating current policies and systems. To date, many opportunities for improvement have been discovered in areas such as accounts payable, student accounts receivable and general accounting. Further, there are specific functions that have been quickly identified as being vital to the Finance Office and the College that are not adequately staffed. Planning is ongoing to determine appropriate staffing to fill the needs in the Finance Office to include functional areas such as fixed assets, budgeting, reporting and financial compliance.

### **Going Forward**

The evaluation and discovery part of the transformation process never actually concludes and we will be continually seeking improvement. We do have a prescribed plan for improvement which begins with the Corrective Action Plan (CAP) created by College staff with support from the Internal Audit Department. This CAP addresses both the Department of Accounts (DOA) recommendations stemming from a Quality Assurance Review completed in the Spring of 2018, as well as the Auditor of Public Accounts (APA) audit findings for FY17 released in the Spring of 2018. Implementation of the CAP to address these concerns will be the highest priority for the Office of Finance and the College as a whole. Within the next several weeks, an appropriate and definitive staffing plan will be created and presented to the president for approval. Shortly after that, we will act upon that specific staffing plan by hiring highly qualified individuals, allowing us to more efficiently continue forward with the next steps of the transformation process. After an initial evaluation and discovery phase, we will design and test new and updated items such as policies, procedures, controls and systems. We will implement these new items and then self-audit and re-examine these items to ensure continued use of efficient best practices in order to successfully complete the CAP. In the future, we will be proactive and anticipatory in implementing efficiencies and necessary changes so that audits are completed without findings and reviews are completed without recommendations.



## Summary

We will remain steadfast in continuing the work already begun under the Corrective Action Plan and see to its successful completion. We will work on philosophy, policies, procedures, processes, internal controls, staffing and systems simultaneously so as not to simply piece together a solution. Rather, the intent is to transform all pieces of the solution as a single initiative whereby the purpose is to provide the most positive, most efficient and least disruptive improvements possible in all facets of the finance operation. We will make these necessary changes while keeping up with the day-to-day operations as well as continuing to support the RBC community. We will be diligent and thoughtful. We will be methodical and thorough. We will be intentional. The Finance Office will always seek to be a better resource and to be of service to all RBC stakeholders.

A more detailed and specific timeline of actionable items beyond that currently in AcheiveIt will be provided in the February 2019 Board of Visitors meeting.

A budget vs. actual report for the first quarter of FY19 is enclosed (A).

**Dr . Tyler Hart**  
Acting Chief Development Officer

**Nature Trail**



With thanks to the Dominion Energy Employee Volunteer Program, Richard Bland College Foundation completely renovated a 1/3 mile portion of the Nature Trail on campus, which is part of the Virginia Parks System. The grant provided \$10,000 to purchase materials. On October 3 Dominion Employees showed up in force to volunteer for the project. More than 135 students, faculty, staff and 45 dominion employees worked a full day to completely transform the trail, making it a valuable resource for our students and the community. The Nature Trail renovation included graveling the mile-long trail, building a new footbridge, stairs and retaining wall. A refurbished entrance was also spruced up with mulch, shrubs, bee boxes, native annual plants, and a new welcome sign. The grant proposal was submitted by Dr. Eric Miller, Assistant Professor of Biology. Inclusive of supplies, labor, and heavy equipment, we value the entire project at \$30,000.

The Foundation hosted the Trail of Terror on the upgraded trail on October 19<sup>th</sup> and 20<sup>th</sup>. We had 691 visitors and generated \$3,527 in revenue to support student success.

**Scholarship and Awards Reception**

On October 18<sup>th</sup>, the Richard Bland College Foundation hosted the Annual Scholarship and Awards Reception. Endowed scholarship donors, student scholarship recipients, Foundation board members, faculty and staff, gathered to celebrate and thank supporters. The event included a meet-and-greet as well as a program recognizing the 2018 Awards of Distinction recipients. Each year the Foundation honors the outstanding contributions of two alumni and a highly devoted College ambassador. This year's honorees were the William Roy Smith Family (Richard Bland Award), Johnathan Malbon (Young Alumni Award), and Susana Hernandez-Kurtulus (Distinguished Alumni Award, granted posthumously).

*Young Alumni Award*



*Johnathan Malbon '11*

*Richard Bland Award*



*Family of William Roy Smith*

*Distinguished Alumni Award*



*Susana Hernandez-Kurtulus (posthumously)*

Thank you to Jamie Camp, Lashrecse Aird, Delany Hall, and Eric Kondzielawa and his team for their contributions to the success of these Foundation events.

### **Scholarship Giving**

Dr. Sydow and the Development team secured another endowed scholarship in honor of Foundation Board Chairman William H. Talley IV. This scholarship puts us over half way toward our 5-year goal of raising \$2.2 million in scholarship endowment by 2022.

**Mr. Eric Kondzielawa**  
Director of Operations & Capital Assets

**Maze Hall window and Door Replacement**

We have started the initial process of replacing all of the antiquated doors and windows in Maze Hall with new low e-thermal, energy saving windows and doors. The initial drawings have been completed. We received AARB approval On October 5. The asbestos and lead paint survey is underway. At the same time, we have submitted the project to BCOM for approval and are ready to send it out to bid.

**Academic Innovation Center**

We have been approved for detail planning money for the Academic Innovation Center. The source of these funds is from the Detailed Planning Pool chapter 759/769. We have contracted with RRMM to start the preliminary studies and conceptual designs.

**Mr. Jeffrey Brown**  
Director, Campus Safety & Police

**Police**

- In coordination with Student Engagement, the College Calendar and IT Services teams, developed and implemented an on-line Special Event Application process designed to streamline and expedite facility, food service and security approval.
- Successfully filed the College Annual Security Report
  - Trained three Department personnel in Clery Act reporting process.
- Chief of Police selected to serve on the Crater Criminal Justice Police Academy Finance Committee.
- Personnel actions:
  - Accepted the resignation of a part-time police officer and have started the search process to fill the vacancy.
  - Completed the hiring and training of three campus security officers.
- Secured a Walmart Community Development Grant to develop and implement a student outreach program, including “Operation Sweet Tooth.” This program enables police officers to interact with students in the academic buildings, residence halls and at athletic events to share a crime prevention tip with a bag of candy.

**Emergency Management**

- Activated the Emergency Management Team (EMT) for Hurricane Florence and Hurricane Michael. The team developed recommendations for action in a timely manner.
  - Hurricane Florence “Hot Wash” activity resulted in a recommendation to reorganize the EMT for greater efficiency and effectiveness. This is currently under discussion.
- Successfully completed testing of the emergency notification system in September to include activation of all system components. Database feed to the system was found efficient and effective.