

Board of Visitors

April 24-26, 2019

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Richard Bland College
of WILLIAM & MARY

PROGRESS REPORT

April 2019

Dr. Maria Dezenberg

Provost

Provost Reflections

My first 90 days in office as Richard Bland College's Provost have been dedicated to a learning journey. This has involved engaging with colleagues and students from across the institution through informal chats and varied gatherings. Learning about colleague and student perspectives, current initiatives, and institutional processes has been foundational as we prepare to launch our REACH 2025 strategic plan. The learning journey has resulted in two early initiatives to support continuous improvement with education access, academic outcomes, and student success. These include 1) reshaping the organizational structure to include a dedicated Department of Student Success and 2) introducing a faculty and staff supported provisional admissions model.

Academics & Student Success

Department of Student Success

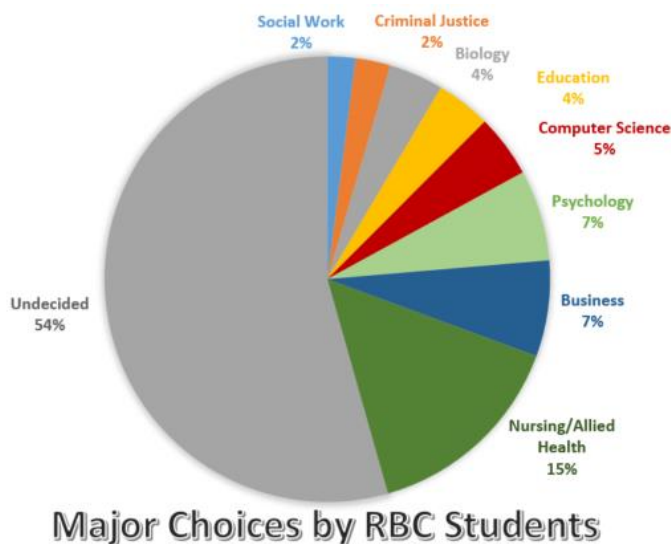
Professor Celia Brockway has been appointed Acting Director of the Department of Student Success. She and the Learner Mentors will further develop the frameworks for RBC's First and Second year student experiences and lead campus-wide retention initiatives.

Provisional Admissions Model

A provisional admissions pilot program is being established to provide education access to first-time freshman applicants who do not meet the regular admissions requirements but who demonstrate academic potential. In the 2019-20 academic year these provisionally admitted students will be required to attend onboarding activities prior to the start of classes, participate in a structured academic learning community (facilitated through English, ALP, and ESE courses), and engage in library supported academic programming.

Transfer

A past survey of RBC students and their intended majors highlights the need for program pathways in popular major choices:



Director of Academics, Mary Gurnick, and Rhonda Lubbe, Program Manager for Strategic Initiatives, met with Bon Secours School of Nursing to discuss a pathway agreement for RBC students. While Bon Secours chose not to pursue a guaranteed admission agreement, the meeting did establish relationships among our schools and a greater understanding of the ways our curriculums can complement one another. Mary and Rhonda also met with Longwood to develop a pathway agreement for education majors that is being drafted.

Mary, Rhonda, and Shawn Holt (Chair of Natural Science and Mathematics) attended TransferVA on March 15th, where Rhonda spoke to attendees to describe the Promise Scholars program.

Faculty

Two faculty promotions have been approved by the President and will be recommended to the Board of Visitors for final approval: Dr. Kevin Peters to full professor and Dr. Dave McCarthy to associate professor.

Instruction

The Summer Bridge has been reinstated to provide developmental courses such as ENGL 100 and MATH 100 opportunities to local feeder high schools in advance of the Fall Semester. These courses can be taken together or individually as an avenue for preparing new freshmen for credit bearing courses in the fall. Grant proposals are being drafted to make this program free, or more affordable, to a broader range of students in the future.

Programming & Events

Susan Moss, Public Services and Outreach Librarian, has coordinated and hosted 8 programs so far this semester with attendance of over 160 students. She also partnered with Student Activities to host the most recent campus event in honor of Women's History Month, "She's Got Issues," which had 80 people in attendance (63 RBC students/faculty/staff and 17 community patrons). Satisfaction rates for Library programming continues to remain high, with this semester's average currently sitting at 9.56 out of 10.

Virginia Library Association Appointment

Kyle Binaxas, Student Success Librarian, was selected as one of five librarians in the state to serve on the Virginia Library Association's Graphic Novel Diversity Award Committee. Kyle's two-year appointment will involve reading and evaluating adult, graphic novel submissions from various publishers and collaborating with fellow judges to select a winner. Kyle's selection as a judge will also result in growth of the Library's popular reading section, as items that Kyle reviews can in turn be added to the the Library's collection.

Archives & Special Collections

Spring 2019 kicked off an effort between the RBC Library and Communications department to highlight resources in the College's Archives & Special Collections through weekly social media posts. Through "Throwback Thursday" posts, the Library has been able to showcase photographs from past newspaper articles, yearbooks, etc., and the College has been able to further engage the RBC community (past, present, and future) through social media.

Collection Development

Library staff continues to conduct an inventory of all physical resources. The project itself is approximately 80% complete, with over 40,000 items scanned and updated within the system to date. The physical inventory is expected to be completed by the end of April. Faculty consultations have begun regarding resources in specific subject areas and their relevance to RBC's curriculum.

Athletics

Softball

Our team is currently is 2nd in the Region at 5 wins and 3 losses. The overall record is 11-15. During their last 10 games, they have gone 6-4.

Women's Soccer

Women's Soccer has begun recruiting for their inaugural season. Currently they have 8 athletes committed with a goal to reach 20 by August. Currently they are on track to reach that goal. Meghan Mauzy has been hired to be the Women's Assistant Coach and will also be the Student Athlete Development Coordinator for all sports. Her second duty will consist of maintaining a close relationship with the Learner Mentor team to help student-athletes achieve success in the

classroom, oversee the student-athlete study hall program, help with time management for student-athletes, and serve on the Faculty Committee for Student-Athlete Success.

Men's Basketball

The basketball team finished the season with a mark of 6-21. Currently, the Head Basketball Position is open. We have received over 100 applications, including some highly qualified candidates. The search committee began the screening on March 28th, with the goal to have an offer made by April 8th. The process is moving quickly to accommodate the recruiting season currently taking place.

Men's Soccer & Women's Volleyball

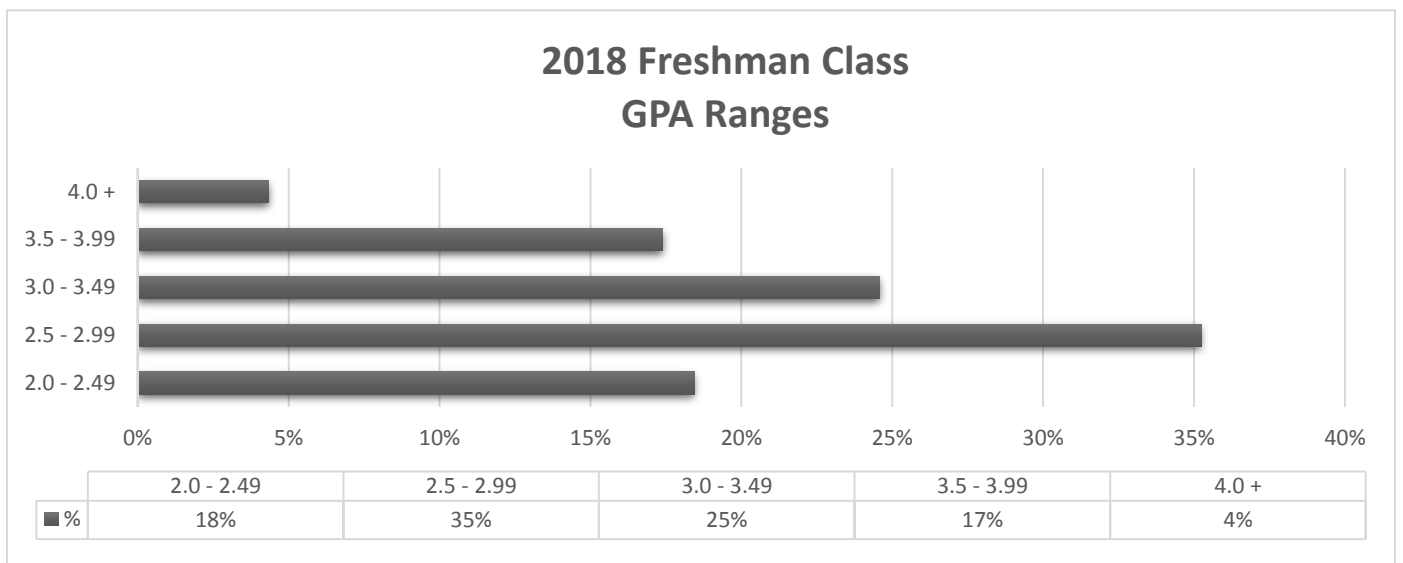
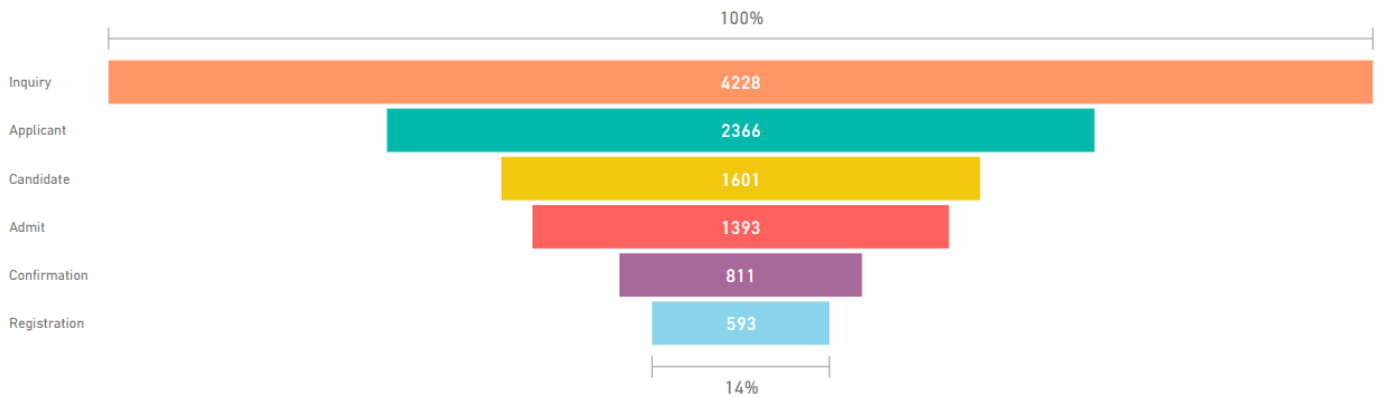
Men's Soccer and Women's Volleyball are currently in their spring season training and competing in exhibition games or tournaments. Each team is allowed 4 dates to play against other schools. This has been a great time to train our current Freshmen and to prepare our Sophomores for transfer.

Enrollment Management

2018-19 Final Enrollment Numbers

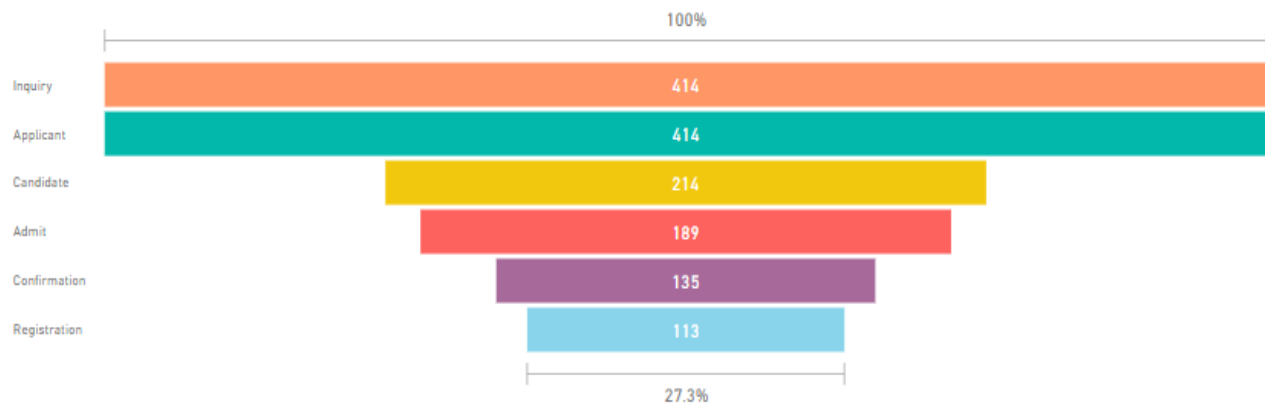
The Fall of 2018 included a 9% increase in new, readmit, and transfer students before dropped credit hours. Final numbers included a headcount of 945 students and 12,313 credit hours. Prince George and Dinwiddie High Schools continue to be the top two feeder schools with 162 combined registrations. Other top feeder schools include Thomas Dale, Matoaca, Hopewell, Petersburg, and L.C. Bird High School. The Fall of 2018 also included a strong international presence with 17 new international students. RBC saw a 49% increase in admits and a 31% increase in confirmations from Fall 2017 to Fall 2018. The acceptance rate for the Fall 2018 was 54% with a class average GPA was 3.02.

The following graph presents the funnel for the Fall of 2018.



The Spring of 2019 had a final headcount of 830 students and 11,239 credit hours. This included 98 new, readmit and transfer students which totaled 1,215 credit hours. RBC saw a 13% increase in admits and a 5% increase in confirmations.

The following graph presents the funnel for Spring 2019.



2019-20 Recruitment Efforts

During the Fall of 2018, members of the Richard Bland College Admissions Team traveled throughout the state of Virginia recruiting prospective students for the 2019-2020 school year. Admissions Counselors made 229 visits to 196 different schools. The breakdown of types of visits from Fall 2018 are as follows:

- 147 College rep visits where RBC Admissions Counselors had the opportunity to speak to prospective students and school counselors
- 50 Drop Off visits where RBC Admissions Counselors spoke with school counselors
- 18 Onsite admissions visits where students received an on-the-spot admission decision
- 6 Panels where RBC Admissions Counselors presented on a topic and fielded questions from prospective students and parents
- 8 College fairs where RBC Admissions Counselors met with large populations of prospective students

Fall 2018 recruitment efforts were not limited to high school visits as the Admissions Team hosted 3 group tours on campus, resulting in 90 students and counselors visiting campus. Additionally, we hosted over 250 people during the Fall Open House held on October 20th.

Recruitment efforts for the 2019-2020 school year continued through the winter and into the spring months, both on and off campus. On campus we hosted 23 group tours, resulting in over 650 prospective students and school counselors visiting campus. On March 30th, we will have our largest Open House to date, with over 450 people registered to attend. Off campus, RBC Admissions Counselors remained mobile, making 34 visits to 31 schools. The breakdown of types of visits from Spring 2019 are as follows:

- 3 College rep visits where RBC Admissions Counselors had the opportunity to speak to prospective students and school counselors
- 10 Onsite admissions visits where students received an on the spot admission decision

- 2 Panels where RBC Admissions Counselors presented on a topic and fielded questions from perspective students and parents
- 19 College fairs where RBC Admissions Counselors met with large populations of prospective students, most of which are current juniors at their schools

This Spring, our Admission Team has made an effort to increase our social media presence. We have added new accounts and are pushing a recruitment campaign through daily posts with trackable hashtags and coordination with the Richard Bland College Office of Communications department.

Student Life

The College's common read committee organized a campus forum entitled *Something Must Be Done About Prince Edward County*. The forum was led by Professor Emeritus Linda Eanes Jefferson who focused on her doctoral dissertation entitled "The Perceived Impact of the Prince Edward County School Closing on One Family's Educational Achievements and Occupational Choices in Adulthood." The College was also honored to welcome the common read book's author, Kristen Green, to campus where she gave an engaging presentation on how the events of the book are still relevant today. These opportunities engaged the campus community in reflection and learning of our local history.

Ms. Stacey Sokol**Program Manager for Strategic Initiatives****Dual Enrollment**

A full analysis of Richard Bland College's dual enrollment program was completed. Dual enrollment was incorporated into the RBC19 strategic plan and, as a result, has seen intentional, remarkable growth in the last seven years:

	Fall 2012	Fall 2018
DE Headcount	317	1429
% of RBC Total Headcount	20.4%	59.7%
DE FTE	65	434
% of RBC Total FTE	5.8%	33.1%
High School Partners	5	16

The program has experienced some operational growing pains as a result of its growth; however it has maintained above the breakeven point and yielded strong high school partnerships as a result of the college's customer service focus.

Recommendations include:

- Improving automation around application and enrollment processes
- Improving and streamlining communications to dual enrollment students and instructors
- Incorporating the dual enrollment student population as a key component of the college's strategic enrollment management plan
- Instituting nominal application fees and per credit tuition rates
- Continuing to grow and strengthen partnerships with key high school partners, to include those offering 25-49% and 50%+ of RBC AA/AS degrees and particularly:
 - Rock Ridge HS and other Loudoun County schools
 - Area tri-cities/tri-counties school systems
 - Private high schools
- Keep abreast of VCCS dual enrollment plans to remain geographically and financially competitive

SACSCOC On-Site Reaffirmation Review Team Recommendations**14.2: Substantive Change**

Notification was submitted to SACSCOC listing dual enrollment sites offering 25-49% of a Richard Bland College AA/AS degree. A full prospectus is underway to propose offering 50% or more of a program at Rock Ridge High School in Loudoun County as an off-campus instructional site.

14.3: Comprehensive Institutional Reviews

- Processes are being put in place for the following:
 - Availability and awareness of professional development and training resources for DE instructors
 - Availability and awareness of RBC student services for DE students
 - DE instructor observations
 - DE assessment of student learning outcomes

Ms. Carol Kelejian
Director of Institutional Research

The SACSCOC Response Report is nearing completion. At this time, the overall action plan is 95% complete. Comments from Dr. Stephanie Kirschmann, SACSCOC VP, have been received based on drafts of all narratives, and those comments are being addressed in order to strengthen the narratives further. Overall, Dr. Kirschmann indicated that she believes RBC has done excellent work in addressing all but 13.1 (she wouldn't extend that comment to 13.1 as finance is not in her area of expertise).

The status for each of the individual narratives (as of the writing of this report) are listed below:

- 6.2.a Faculty Qualifications: 95% complete and in good shape.
- 7.2 QEP: 98% complete
- 13.1 Financial Resources: 90% complete
- 14.2 Substantive Change: 95% complete
- 14.3 Comprehensive Institutional Reviews: 98% complete

Mr. Paul Edwards
Chief Business Officer

Overview

Special items that the Finance Office has been working on include, but are not limited to, the FY18 audit, the FY20 budget and the SACSCOC response to 13.1. As we are reviewing and evaluating our business philosophy and processes for potential items for inclusion in a project plan, we are also working on day-to-day departmental operations, keeping an eye on continuous improvement, greater efficiencies and the implementation of best practices for the remainder of FY19, FY20 and beyond. The work recently completed, as well as the work ahead, has been and will continue to be challenging, yet I am encouraged by opportunities that are before us and the potential for what we can become as a Finance Office.

Personnel

As previously reported, the staffing has been assessed and a new organizational structure has been put in place. Several positions were filled over the past few months. Since my last report, we have hired a second Senior Accountant. Sam Monroe, Jr. is an accounting professional with more than 14 years of accounting experience with 11 of those years coming in higher education. Mr. Monroe was most recently with Virginia State University. He has experience in many areas of accounting and higher education finance to include endowment accounting, financial reporting and budgeting. We have two positions remaining to fill. These are the Bursar and Procurement Specialist positions. We are putting together a very strong and well experienced team in the Finance Office at RBC. All of them have hit the ground running. This talented group of professionals is poised to take on and overcome the challenges that lie ahead starting with the objectives set forth in our project plan.

Budget

One of the many items on our project plan is to revamp the annual budget process as well as the ongoing process of day-to-day budget management. We are working to create an efficient system whereby effective budgeting and budget management becomes the cornerstone of sound financial processes. We have started this by creating a solid yet conservative budget for FY20 that was developed through a zero-based budgeting approach. As mentioned in the previous report, the General Assembly was very gracious as they provided for nearly all of our requests for the upcoming budget year. These adjustments to the General Fund appropriation are included in the FY20 proposed budget. The tuition and fees revenue budget is based on 24,000 credit hours. Also, in response to the General Assembly's provision for tuition affordability, RBC is recommending that tuition and fees for FY20 remain unchanged, holding constant at the FY19 rates.

Audit Preparation

The FY18 review began in December 2018 and the FY18 audit began in January 2019. The exit conference took place in late April 2019, concluding the review and audit. The RBC finance staff, with some assistance from W&M staff, worked very hard along with the audit staff from the APA to complete this audit. The finance staff spent countless hours working through schedules to verify information in order to provide requested information and to answer queries made by the APA. Along the way, a great deal of effort also went into making corrections as they were discovered in order to provide the most accurate financial information possible. While there were many challenges encountered during the FY18 audit, the time spent on this endeavor proved to be very valuable as we uncovered many processes as well as system configurations that we have added to our project plan as they are in need of development, re-development or enhancement.

Summary

While the project plan will continue to evolve with items being removed as they are completed and items being added as they are discovered, we are underway with eight of the 28 individual projects listed on the plan. This very specific and detailed plan supports and builds on the work already begun under the Corrective Action Plan (CAP). While evaluation, as well as the pursuit of efficiencies and best practices, is a continual process; this detailed plan will aid us in seeing the CAP to its successful completion. With the SACSCOC response, FY20 budget development and FY18 audit behind us, we can continue each day with more intention and focus on the work of evaluating, correcting, revising and implementing business philosophy, policies, procedures, processes, internal controls, and systems simultaneously so as to transform all pieces of the solution as a single initiative.

A budget vs. actual report through the first three quarters of FY19 is enclosed (A).

Dr. Kenneth O. LaTessa

Chief Information, Strategy & Innovation Officer

Information & Technology Services

March was spent reassessing the state of ITS-related projects, priorities and strategic alignment with initiatives going on around campus. Technical projects that have risen to the top as impactful and important are 1) automated application integration between Salesforce and Banner upon student admittance, 2) the need for a tool allowing faculty to easily, and in a standardized format, enter course level student learning outcomes, and 3) the evolution of predictive analytics for usage in interventions and support of student success. Detailed project and development plans for each of these are being created.

On February 13, 2019, the ITS department, in conjunction with Chief Jeff Brown and the Emergency Management Team, conducted a table top exercise as part of our ongoing disaster preparation and recovery planning efforts. The scenario was timely and involved “closing due to inclement weather.” Although a fairly simple situation, the exercise proved to be an excellent opportunity to promote general continuity of operations (COOP) awareness and understanding. Attendance was excellent and resulted in a sizable number of useful/actionable recommendations.

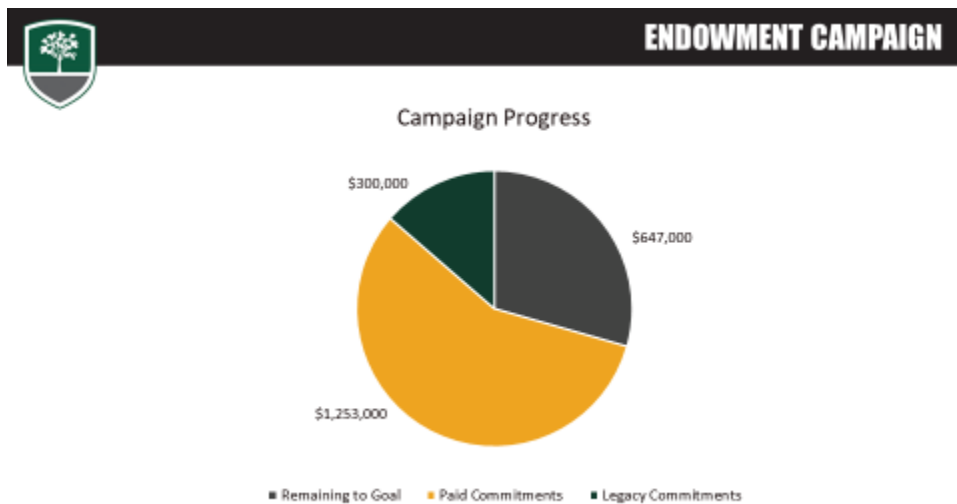
ITS wrapped up the FY2018 APA Audit in mid-March. The APA focused primarily on change management, internal audit procedures and security oversight on third-party service providers. Two new potential recommendations in these areas were received and are currently under review. Written responses are due to the APA by April 5th.

Campus-wide satisfaction with the Statesman Technical Assistance Center (STAC) remains very high. Results from case-based satisfaction surveys (13.1% response rate) indicate overall satisfaction month by month consistently exceeding our goal of 98%. Additionally, the team began collecting Net Promoter score data in the fall and our current baseline ratio is 0.980, which is near perfect. Valuable feedback has been gathered using the current real-time mechanism providing continuous improvement opportunities.

Dr. Tyler Hart
Chief Development Officer

Endowment Campaign Update

Endowment giving continues to increase with a \$41,000 contribution to the Epes and Virginia Rainey Family Scholarship upon the passing of Epes. The Development Team has raised \$1.253 million towards a goal of \$2.2 million by 2025. We continue to prepare proposals and request to create scholarships that further the mission of Richard Bland College Foundation.



Annual Giving

For Fiscal Year 2019, the Richard Bland College Foundation set a goal to raise \$105,000, a 5% increase over Fiscal Year 2018 total. Through the end of March 2019, the Foundation has raised \$72,000, approximately the same level raised in FY 2018. Over the next three months, the Development team will ramp up communications with our donor list to solicit scholarship funds utilizing our student success stories. In April we highlighted Sierra Johnson, one of our Promise Scholars.



The message behind this was that if all Richard Bland College Alumni gave just \$25 we could award \$250,000 in scholarships. Please consider a donation towards scholarships in support of Richard Bland College students today.

Mr. Eric Kondzielawa
Director of Operations & Capital Assets

Maze Hall Window and Door Replacement

This project has gone out to bid and has been awarded to the low bidder, Paisley Kerr Construction. The pre-construction meeting has taken place and the submittals are being reviewed. The work should begin mid-May.

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. The 3-D imaging has taken place and the initial schematic designs are being finalized.

Chief Jeff Brown

Director, Campus Safety & Police

Police

Campus Security Officer (CSO) program – In support of the Library's effort to provide extended hours for student study, the CSO program was expanded. CSO's provide security from 8 pm until midnight during the week, and from noon to 6 pm on Sunday, to ensure that the library continues to be a safe venue.

Lieutenant Travis supported Virginia State University Police Department with a recent promotional process.

Personnel actions:

- The Department hired a new part-time police officer. John Woyanski, formally with Petersburg Police Department, has successfully completed his field training at RBC and has been released to patrol the campus.
- Accepted the resignation of a part-time police officer. Officer Marc Williams accepted a full-time position at VCU Police Department.
- Police chief serving as chair of the Human Resources Director search committee.

Emergency Management

Fire Extinguisher Program – The College's Department of Operations and Assets has transferred the responsibility for Fire Safety Programs to the Department of Campus Safety and Police. The Department has established a fire extinguisher replacement program in conjunction with the Virginia Industries for the Blind. This service provides monthly fire extinguisher inspections through the use of an efficient bar code system and includes replacement of fire extinguishers in all academic, public use and residential buildings. The Department will also inspect fire doors and exit signs on a monthly basis.

The Department filed the annual update to the College's Continuity of Operations Plan (COOP), as required by law, with the Virginia Department of Emergency Services, on April 1st.

In an effort to test and maintain an effective COOP, the Department, in conjunction with Information Technology Services, completed a COOP tabletop exercise. Representatives from all College Departments participated in the two (2) hour drill that was designed to test departmental recovery plans.

Participated in the Commonwealth of Virginia Tornado drill by providing tornado safety information to the RBC community and testing the emergency notification system. RBCAlert includes notification through Alertus beacons, text message, email, telephone, cellphone, outdoor siren and computer interrupt processes.

Reorganized the College's Emergency Management Team (EMT) to include an EMT Executive Group. The Executive Group is a smaller group of College administrators (3) with more direct involvement in managing an emergency incident. Members include the police chief, communications director and facilities director.