

Board of Visitors

September 25-27, 2019

Page 1 of 14



Richard Bland College
of WILLIAM & MARY

PERFORMANCE REPORT

September 2019

Dr. Maria Dezenberg

Provost

Over the last six months as Provost, I have focused on assessing the College's organizational structure, business processes, and student outcomes to determine my unit's priorities for the 2019-20 academic year. Over the coming months the Academics and Student Development teams will narrow in on academic quality, student retention and enrollment growth initiatives that reduce friction in the student lifecycle to advance the College priority: student success. We have identified opportunities to deepen our student-centric approach with focus on personalized pathways, ESE (Exceptional Student Experience) model enhancements, and renewed branding and marketing strategies as a vehicle for continuously improving academic and institutional outcomes. The Performance Report that follows highlights a transitional period with new leadership and the adoption of a flattened organizational structure designed to improve communication channels and streamline processes as we create efficiencies and position to advance RBC's new strategic plan.

Enrollment Management & Student Success

Recruitment Efforts

Two consultants in brand marketing and student recruitment respectively have been engaged to assess current marketing and recruitment practices and assist in the development of initiatives that will optimize brand and growth priorities to align with RBC's new strategic plan. Emphasis areas for growth include:

- Build a long-term strategic enrollment management plan that focuses on implementation of a refreshed brand and multi-channelled campaigns to include digital/online strategies for inquiry generation.
- Relaunch RBC's brand with consistent messaging and images.
- Redesign the College's public facing website to be responsive, current, and interactive for users, with emphasis on prospective students.

- Develop tools and training for admission counselors, including presentation and service techniques that align RBC's relational and personalized approach with inquiry and applicant interactions.
- Campus tour enhancements, including scripts that highlight RBC's key features and value proposition, along with refreshed signage.
- Improved business process strategy for campus management and utilization of branded creative, including standardized templates and marketing collateral.

Student Success

Under new leadership, and utilizing findings and recommendations gleaned from a comprehensive assessment of the ESE@RBC program, the Department of Student Success is in the preliminary stages of updating and enhancing RBC's Exceptional Student Experience (ESE) model. The design of ESE Phase III will include expansion of the one-stop service concept and a broader menu of services to elevate student success outcomes with wrap around support. Emphasis areas for improving student retention include:

- Refine the utilization of predictive analytics to ensure that at risk students receive early learner mentor support.
- Design and implement protocols for supporting discreet student personas, and students with different risk levels as determined by predictive analytics data.
- Develop streamlined workflows to align registration and financial aid processes, and embed financial literacy initiatives within these steps.
- Launch the new "Happiness Factor" student perception survey 1-2 times per semester to determine avenues for continuously improving on the College's service efforts.
- Introduce the role of Campus Engagement Manager to develop an intentional student engagement strategy for continuously improving students' learning and social experiences.
- Leverage RBC's diverse student demographics to foster cross-cultural competence, critical thinking skills, and other in demand employer competencies with specific programming.

Academics

We are building on our transfer mission by adding academic and work-focused pathways for students. Emphasis areas include:

- The Shenandoah University Nursing Agreement was finalized in a September 4, 2019 signing ceremony. Richard Bland College's aspiring nurses will find many strengths with this pathway including small class sizes, a mentor support model, over 500 clinical affiliations, a 94% first time pass rate on the NCLEX, and 70% of graduates employed at time of graduation.

- Nursing agreement negotiations are underway with Southside Regional and Old Dominion University.
- Transfer memoranda of understanding have been finalized with Honors Programs at both Shenandoah University and University of Mary Washington.
- Transfer maps to in-demand majors at Virginia Commonwealth University are underway.
- A development grant of \$20,000 has been received to fund SCHEV's Innovative Internship Program in support of creating a pipeline of talent for local industry partners.

Athletics

Fall Semester 2019 is the inaugural season of women's soccer. Proposals are underway to grow the athletics rosters over prior years (below) with Baseball and E-sports offerings.

Year	Total Athletes
2019-20	97
2018-19	79
2017-18	76
2016-17	73

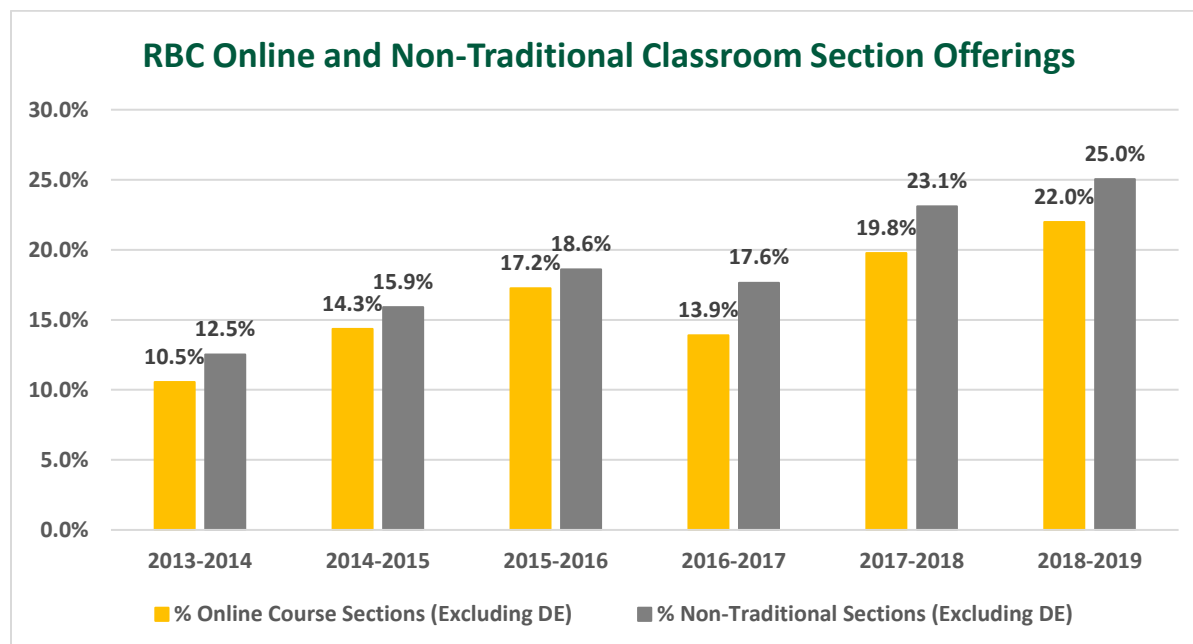
This season's team records include: Women's Soccer (2/2), Men's Soccer (4/1), Volleyball (3/2).

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

Preparation and communications continued throughout the summer with internal departments and RBC high school partners to implement recommended policies and procedures for the 2019-2020 academic year to better streamline processes and assure program financial sustainability. RBC is partnering with 16 high schools across the Commonwealth during the Fall 2019 semester and anticipates approximately 1500 students enrolling in dual enrollment courses. A prospectus to designate Rock Ridge High School in Loudoun County as an off-campus instructional site offering 50% or more of a degree program was approved by SACSCOC.

Distance Education

An expansion of RBC's online course and program offerings is being explored as an avenue to target older learners and increase RBC's educational reach. An analysis of RBC's historical and current online course offerings, as well as recommendations for future program offerings, projected growth, delivery modes, and educational partnerships will be completed during the Fall 2019 semester. Historical course section offerings for non-dual enrollment students are depicted below:



Mr. Paul Edwards
Chief Business Officer

Overview

The Finance Office has completed the FY18 audit and the FY20 budgeting process, as well as the SACSCOC response. We are currently working on the FY19 year-end financial statements and CAFR schedules. Simultaneously, we are diligently completing tasks in the project plan, keeping a keen eye on detail. Even though the project plan is intended to have an end point, we will continuously work on a daily basis toward needed improvements, greater efficiencies and best practices. The work has been and will continue to be challenging, but the team and I are up to the task. I am encouraged by the good work completed thus far and even more encouraged for opportunities that lie ahead for the Finance Office and the College as a whole.

Personnel

As previously reported, the staffing has been assessed and a new organizational structure has been put in place. Several positions have been filled since my arrival one year ago. Since my last report, we have hired a Senior Buyer. Layne Warren is a purchasing professional with more than 12 years of purchasing experience all with the Commonwealth of Virginia. In Finance, we have only the Accounts Receivable Manager position remaining to fill. We continue to build an outstanding team of very strong, well experienced professionals. Each member of this talented group has hit the ground running and is contributing to overcoming RBC's financial challenges.

FY19 Year-End

The FY19 year-end preparation of CAFR schedules and financial statements is well underway. The RBC finance staff have reconciled, analyzed and corrected, as necessary, all of the financial transactions, ensuring that there is accurate information going into the appropriate places on the financial statements and schedules. Many hours of hard work are going into creating top quality statements and schedules that tie to well supported documentation. The William & Mary Internal Audit team, led by Mr. Kent Erdahl, made a visit to RBC to review the progress being made early in the year-end process. Mr. Erdahl offered positive feedback regarding the level of expertise displayed by the RBC staff as well as by the quality of work and responses reviewed at that time, stating "significant improvement in closing readiness is noted compared to where RBC has been in prior years. RBC has a solid game plan." The RBC staff is meeting all internal deadlines set by the William & Mary Finance team. There is more work to be done, but we are very confident that we will finish the process having produced accurate, well supported financial statements and schedules.

Summary

While the project workplan (see below) will continue to evolve with items being removed as they are completed and items being added as they are discovered, we have completed three projects, and we are currently working on 15 of the 31 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 assessment, as well as the pursuit of improvement/efficiencies and best practices, is a continual process, this detailed plan will aid us in seeing the CAP to its successful completion. Also, we are well underway with the process to create the year-end financial statements and CAFR schedules for FY19. Although this is taking a large amount of time right now, we expect to complete the process with a great work product that is expected to serve RBC well when reviewed by Internal Audit and when audited by the APA next spring (see below). We are creating solutions for the betterment of RBC.


APA Audit Findings and Corrective Action Workplan

MP#	Title	Functional Area	Material Weakness (MW)/Significant Deficiency (SD)/N/A	2019	2018	2017	2016	2015			
1	Improve the Financial Reporting Process	Finance	MW	SD (maybe removed)	x	x	x	x	(2012-2018, not 2013)		
2	Strengthen Internal Controls over Capital Assets	Finance	MW		x	x	x				
3	Improve Controls Surrounding the Reconciliation between the College's and the Commonwealth's Accounting and Financial Reporting Systems	Finance	SD		x	x					
4	Improve Oversight for IT Third Party Service Providers	IT	SD		x						
5	Perform IT Security Audits over Sensitive Systems	IT	SD		x						
6	Improve Virtual Private Network Security	IT	SD		x						
7	Improve Change Management Process	IT	SD		x						
8	Strengthen Internal Controls over Federal Cash Management	Fin Aid	SD	(maybe removed)	x	x					
9	Strengthen Policies and Procedures over Employment Eligibility Documentation	HR	N/A		x						
10	Strengthen Internal Controls for Monitoring Third Party Services	Fin Aid	N/A in FY18, SD in FY17		x	x					
11	Require Documentation of Property Collection from Terminated Employees	HR	SD			x					
12	Continue to Address Finding Included in the U. S. Department of Education's Program Review Report	Fin Aid	SD			x					
13	Strengthen Internal Controls over Verifications	Fin Aid	SD			x					
14	Improve Reconciliation Process of the Commonwealth's Retirement Benefits System	HR	SD			x					
15	Develop Procedures for Proper Accrual of Accounts Payable	Finance	SD			x					
16	Develop Procedures for the Write-off of Accounts Receivables	Finance	SD			x					
17	Comply with the DHRM Policy for Wage Employees	HR	SD				x	x			
18	Improve Controls over Small Purchase Charge Cards	Finance	SD				x	x			
19	Improve Controls over Expenditure Vouchers	Finance	SD				x	x			
20	Continue to Improve Information Security Program	IT	SD				x	x			
21	Improve Access Controls to Information Systems	IT	SD					x			
22	Improve System Patch Management	IT	SD				x				
23	Improve System Logging and Monitoring	IT	SD				x				
24	Improve Database and Network Security	IT	SD				x				
25	Improve the myVRS Navigator Reconciliation Process	HR	SD				x				
26	Improve Compliance with the Prompt Pay Provisions of the Procurement Act	Finance	SD				x				
27	Develop and Implement Personnel Action Forms	HR	SD				x				
28	Improve the Employee Termination Process	HR	SD				x				
29	Develop Policies to Identify Potential Capital Assets	Finance	SD				x				

Board of Visitors

September 25-27, 2019

Page 7 of 14

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#	Name	Status	Start Date	Due Date	Current Value	Last Updated
	Corrective Action Workplan	On Track	9/1/2018	6/30/2019		9/18/2018
1	Improve the Financial Reporting Process	On Track	3/1/2018	6/30/2020	75% <div><div></div></div>	9/9/2019
1.1	Assess staffing and create a staffing plan	Achieved			100%	4/18/2019
1.1.1	Complete a quarterly review of budget to actuals as well as reconciliation anomalies	Achieved			4 <div><div></div></div>	9/9/2019
1.2	Hire Accounts Payable Specialist	Achieved				
1.3	Assess policy and procedures and ensure alignment with best practices	On Track			50%	9/9/2019
1.4	Assess cash management procedures and adjust/automate to ensure best practices	On Track			50%	9/9/2019
1.5	Provide training to end users to ensure compliance with established policies and procedures	On Track			20%	9/9/2019
1.6	Complete timely monthly reconciliations and certifications	Achieved			100% <div><div></div></div>	4/18/2019
1.7	Complete adjustment of cash management procedures to streamline reconciliation process.	On Track	9/1/2018	12/31/2019	88% <div><div></div></div>	9/9/2019
1.8	Implement purchasing module in banner and train end users	On Track	4/1/2019	12/31/2019	25%	9/9/2019
2	Strengthen Internal Controls over Capital Assets	On Track	4/2/2018	11/30/2019	98% <div><div></div></div>	9/9/2019
3	Improve Controls Surrounding the Reconciliation between the College's and the Commonwealth's Accounting and Financial Reporting Systems	Achieved	6/1/2018	3/1/2019	100% <div><div></div></div>	3/14/2019
4	Address US DOE Program Review Report Findings	Achieved	2/5/2018	7/30/2018	100% <div><div></div></div>	9/19/2018
5	Implement Procedures for Monitoring Third-Party Servicers	Achieved	2/1/2018	6/29/2018	100% <div><div></div></div>	9/19/2018
6	Strengthen Internal Controls over Federal Cash Management	On Track	4/9/2018	11/30/2019	85% <div><div></div></div>	9/9/2019

Board of Visitors

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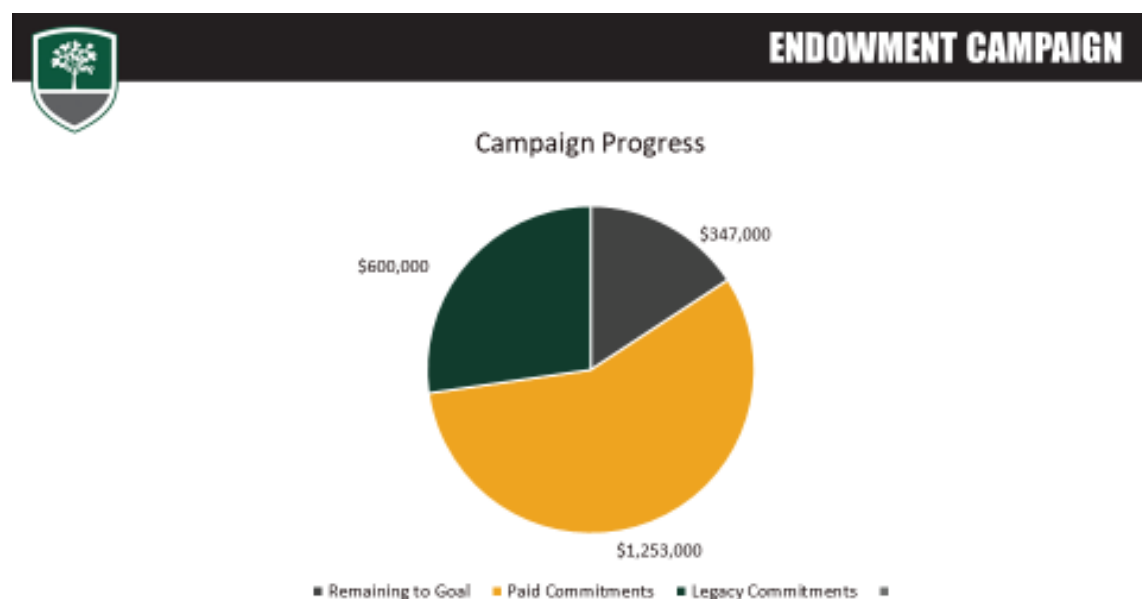
Page 8 of 14

7	Develop Procedures for Proper Accrual of Accounts Payable	On Track	7/9/2018	12/31/2019	90%	9/9/2019
8	Develop Procedures for the Write-off of Accounts Receivables	Achieved	3/1/2018	12/31/2018	100%	9/21/2018
9	Require Documentation of Property Collection from Terminated Employees	Achieved	6/1/2018	6/1/2018	100%	9/19/2018
10	Strengthen Internal Controls over Verification	Achieved	2/1/2018	6/28/2019	100%	9/20/2018
11	Improve Reconciliation Process of the Commonwealth's Retirement Benefits System	Achieved	1/31/2018	6/29/2018	100%	9/20/2018
12	Complete/Maintain ARMICS review of compliance and monitoring	On Track			20%	9/9/2019

Dr. Tyler Hart
Chief Development Officer

Endowment Campaign Update

With a \$300,000 commitment by Ibrahim Kurtulus to the James and Nancy McNeer Legacy Society, the Foundation has reached 85% of its \$2.2 million mini-campaign goal. The Development Team has raised \$1.853 million toward the goal, with 5 years remaining (see below). We continue to prepare proposals and requests to create scholarships and, in general, advance the mission and goals of Richard Bland College.



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. At the end of June, we collected a total of \$102,000, missing the goal by \$3,000. Fortunately, July was an extremely good month. We collected \$12,800, outpacing July 2018.

Pecan Festival

The Richard Bland College Foundation will host its annual Pecan Festival on October 12, 2019 from 11am – 5pm, with a rain date of October 26th. The festival has drawn crowds as high as 12,500 people. We anticipate this year's event being even larger!



The festival is action packed with musical performances by Sweet Justice and Groove Potion. There will be second stage in 2019 featuring local talent and dance companies. Younger participants will have loads of fun in the kids' zone with bouncy houses, a rock climbing wall, and face painting.





The grove will also have over 150 craft vendors offering their products and services to attendees. The photo shows Cindy Hall with Mardelian Farms telling customers about her all-natural soaps.



Attendees enjoy the different food trucks that serve the best local fare from BBQ to ribs to burgers, and more.

Mr. Eric Kondzielawa
Director of Operations & Capital Assets

Maze Hall Window and Door Replacement

Paisley Kerr Construction has begun the replacement and installation of all windows and doors at Maze Hall with a project completion date of 10/01/19. It is projected that they will complete this project on time and within budget.

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 submitted the initial CR-1 to DPB (Department of Planning and Budgeting) as well as the CR-2 and schematic drawing package to DEB (Department of Engineering and Building). A RFP went out for the remainder of the design on 8/14/19. The 2 top candidates were interviewed in September, and RRMM emerged as the preferred architectural firm.

Department of Forestry

In an effort to maintain and manage Commonwealth of Virginia forests, the Department of Forestry went into contract with Robert E. Carroll on August 7, 2019 to clear 158 acres of land. This project will begin on or about 9/16/19. Appropriate communications with neighboring land owners are being handled by the Communications Department.

Housing and Residential Life.

417 of 476 beds are filled, which equates to 87.6% capacity. This is a 17.5% increase in occupancy over last year.

Chief Jeff Brown

Director, Campus Safety & Police

Police

Campus Security Officer (CSO) program

In early 2018, the CSO program was expanded to provide security in the library during final exam week. The success of this initiative enabled the library to offer extended hours throughout the entire spring 2019 semester. For fall 2019 semester, the CSO program will continue to provide security services in the library. In addition, the security program has been further developed to include Parsons Café and Statesman Hall. Security services in Statesman Hall will enable the gym to remain open after normal business hours for student events and activities. This program has proven to be an effective tool to enhance student programming in a safe and efficient manner.

Community Policing Initiatives

It is an objective to provide twelve (12) safety programs to the College community this academic year. In August, police personnel extensively trained Resident Assistants (RAs) in CPR/AED and fire extinguisher use (over 12 contact hours). Title IX and Consent training was provided on three occasions for student athletes, residential students and general student populations. Two police officers presented “If You Love It – Lock It” to over 100 residential students on the first day of classes, followed by a drug and alcohol program. The Department’s Rape Aggression Defense (RAD) trainer attended the RAD training academy and was certified to instruct males, thereby expanding the Department’s ability to serve men and women in this prevention program. This semester, the 12-hour RAD program is scheduled to be offered to the community on two occasions.

Grant Solicitation

The Department is actively soliciting grants from community foundations to support a variety of community policing initiatives. On June 15, Sam’s Club (Colonial Heights) awarded the College \$1,000 and on July 15, Walmart (Petersburg) awarded the College a \$2,000 gift. The monies have all been received by the College Foundation and will be used to procure police bikes and related equipment.

Efforts to heighten awareness for safe response to an active shooter incident have been ongoing. In July, a police officer attended the 40-hour active shooter “train the trainer” program in Glynnco, Georgia, at the prestigious Federal Law Enforcement Training Center (FLETC). This officer and another FLETC program graduate are developing a comprehensive program for students, faculty and staff to be offered in October.

This academic year, the Department will establish a presence on social media in an effort to promote community policing and establish community trust and strategic alliances. In

conjunction with the College's Department of Communications, personnel and protocols are being developed.

All data have been collected and the narrative to the Clery annual security report is being reviewed and updated. This document will be published on October 1, 2019, in compliance with the Clery Act.

Emergency Management

The 2019-2020 academic year Emergency Management Team (EMT) has been appointed by the President, and ID cards have been distributed to members.

EMT members were alerted to a fire incident in Statesman Hall on August 15th. With responses from Dinwiddie and Prince George County Fire Departments, and the City of Petersburg Fire Department, the EMT executive group coordinated all internal and external communications in an efficient and effective manner.