



Richard Bland College
of WILLIAM & MARY

RBC COMMITTEE – W&M Board of Visitors

September 26, 2019



Richard Bland College
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Dr. Maria Dezenberg
Provost



Richard Bland College
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Lashrecse Aird

Chief of Staff

B.A., Mass Communications & Public
Relations, Virginia State University





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ADMINISTRATION

Cassandra Standberry

Director of Human Resources
A.A., Business, University of Phoenix



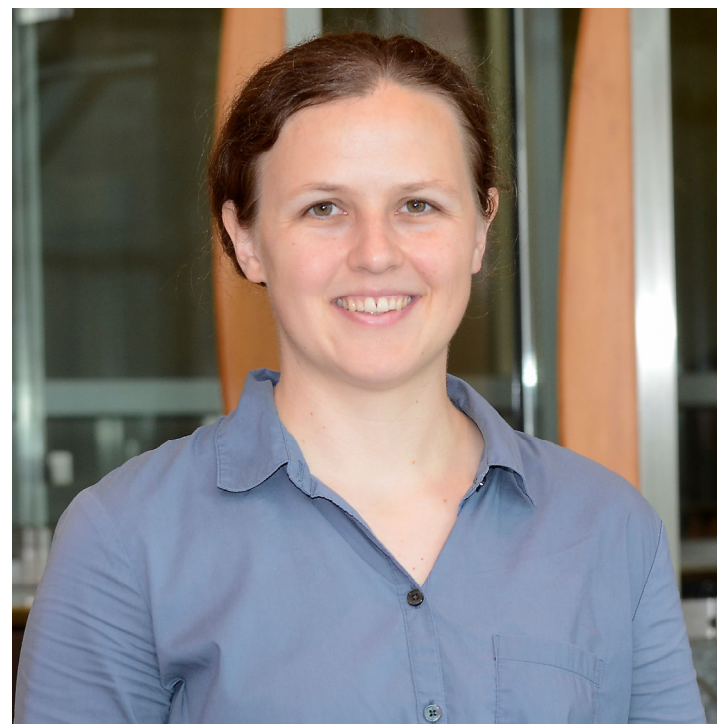
Katie Bjorkman

Assistant Professor of Mathematics

Ph.D., San Diego State/University of
California

M.S., VCU

B.S., George Fox University



Ashley Fuller

Assistant Professor of Mathematics

M.S., VCU

B.S., Bridgewater College





Katie Heffernan

Assistant Professor of Biology

Ph.D., Northern Illinois University

M.S., Northern Illinois University

B.S., University of Wisconsin





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Enrollment





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MEET A FEW STUDENTS



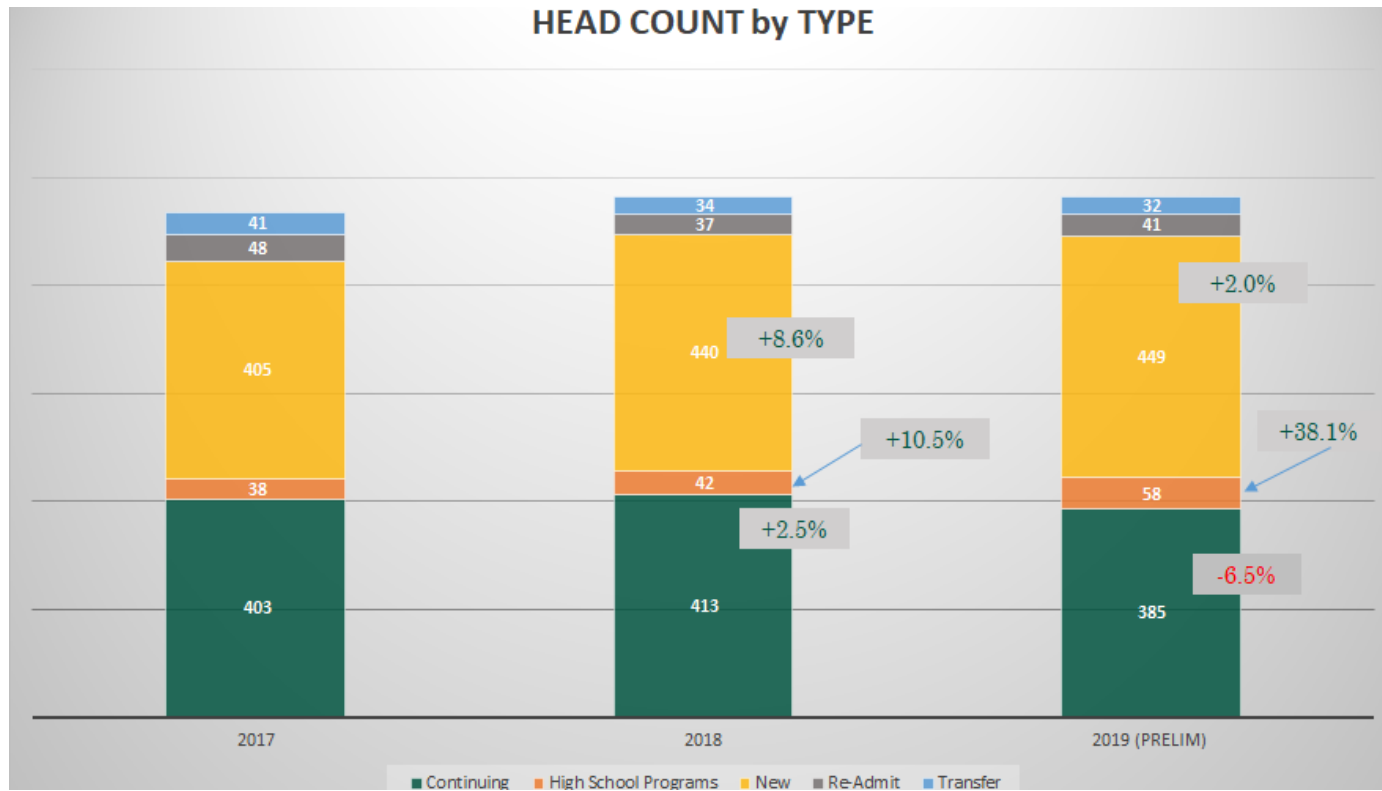
Sarah Moncure, International Relations

Muhammad Ibrahim Bucha, Business Analytics

Kenzie Somerville, Biology Pre-Veterinary Studies



ENROLLMENT – HEADCOUNT BY TYPE





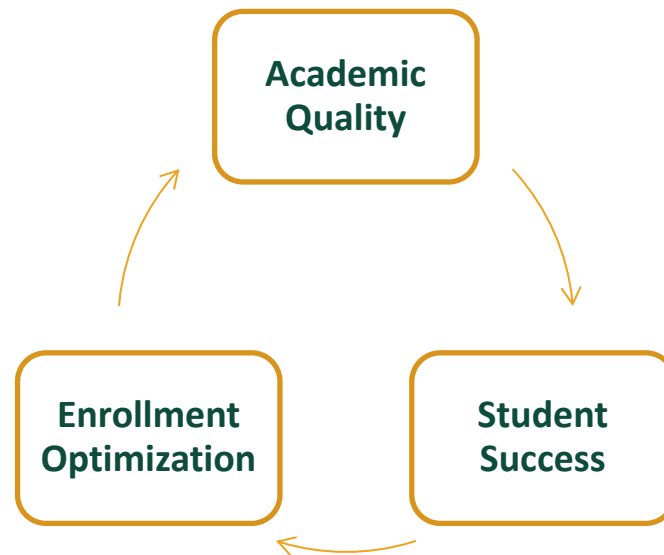
ENROLLMENT HEAD COUNT BY REGION

	HEAD COUNT by VA REGION				
	2017	2018		2019 (PRELIM)	
		#	% Chg	#	% Chg
0-Out of State/International	45	55	22.2%	69	25.5%
1-Central Virginia	768	779	1.4%	748	-4.0%
2-Tidewater	44	42	-4.5%	51	21.4%
3-Northern Neck	23	28	21.7%	26	-7.1%
4-Northern Virginia	21	26	23.8%	34	30.8%
5-Valley	8	8	0.0%	13	62.5%
6-Western Virginia	3	2	-33.3%	1	-50.0%
7-Southwest	-	-	0.0%	-	0.0%
8-Southside	23	26	13.0%	23	-11.5%
Total	935	966	3.3%	965	-0.1%
GOAL		942	2.5%	942	2.4%



ENROLLMENT – CREDIT HOURS BY RESIDENCY

	CREDIT HOURS by RESIDENCY				
	2017	2018		2019 (PRELIM)	
		#	% Chg	#	% Chg
Active Military or Dependent	186	220	18.3%	310	40.9%
Virginia Resident	11,797	12,093	2.5%	11,830	-2.2%
Out of State	269	265	-1.5%	153	-42.3%
International	231	243	5.2%	209	-14.0%
GSSP	46	361	684.8%	611	69.3%
TOTAL	12,529	13,182	5.2%	13,113	-0.5%
GOAL		12,720	3.6%	12,720	3.1%



2019-20 Priorities



Academic Quality

- Program to Program Pathways
- Faculty Mentoring
- Provisional Admissions Program
- Online Program Delivery

Student Success

- ESE Phase III with Predictive Analytics Refinement
- One Stop Model Expansion
- Office of Engagement

Enrollment Optimization

- Long-Range Strategic Enrollment Plan
- Recruitment Channel Diversification
- Brand Refresh
- Website Redesign
- Admissions Tools & Training



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Mr. Eric Kondzielawa
Director of Operations and Capital Assests



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Academic Innovation Center





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EXTERIOR DESIGN

Total Project Square Footage:
23,478
(includes renovated space)





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EXTERIOR DESIGN



40% High Tech Classrooms

35% Collaborative Learning

15% Library Addition

10% Offices





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Mr. Preston Bousman
Business Manager



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RESIDENT ASSISTANT APPRENTICE (RAA) PROGAM





- **The RAA Program expands opportunities for student engagement on campus, which further advances ESE@RBC and retention.**
- **It is an exploratory work program that is being launched with residential students.**
- **The program will provide hands-on learning for those who have an interest in becoming an RA at RBC or at their transfer school of choice.**



- **RAAs will assist the Resident Assistants (RAs) with entry level functions, primarily as desk aides (about 50% of the time).**
- **Other duties include, but are not limited to, assisting with mail communications in the Finance Office, filing forms in the Office of Residence Life, sorting and delivering mail in Facilities, and checking in students to the Gym.**

- Each RAA commits to working 85 hours per semester, which is monitored weekly.
- The compensation for the RAA is complimentary housing.
- Every applicant interviewed was accepted into the inaugural class
- There are 34 RAAs.



- **A new avenue for students to engage in the RBC community.**
- **Participants develop competence, leadership and interdependence.**
- **Participants also have the opportunity to see how the different departments work across campus and to learn while working.**
- **RBC gets a more developed pool of candidates for the RA position.**
- **RAs will have more time to develop effective social and educational programming for the RBC community.**
- **Can serve as an early phase of in exploring a Work College model.**



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Dr. Ken LaTessa
Chief Information, Strategy &
Innovation Officer



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Six-Year Plan Highlights





RBC-19 moved the College to a student-centric, one-stop shop model with a focus on the student experience and centralized student success

- Started with an analytics partnership – IBM Portal
- Established *Learner Mentor model* based on Brockenhurst College, UK retention model
- In fall 2016, a preliminary data warehouse was constructed and in-house risk model developed

The Exceptional Student Experience (ESE@RBC) was established as the program to drive student success

- Aspirational goal of 100% student success
- Morphed into a cultural change
- Some of the original groundwork was adapted from the AACC Guided Pathways



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POSITIVE RESULTS ACHIEVED



Up
9.3%

Fall-to-Spring Retention
Since 2016



Up
14.6%

Fall-to-Fall Retention
Since 2016

First-Time
Student, Graduates
Excluded



What is the role of a:

- ✓ two-year
- ✓ residential
- ✓ liberal arts
- ✓ transfer

institution within the higher education system of the Commonwealth?

What is our **Student Value Proposition**?



Guided Pathways for Success: GPS@RBC

Comprehensive College-Wide Implementation of the pillars of Guided Pathways

1. map pathways to student end goals
2. help students choose and enter a program pathway
3. keep students on path
4. ensure that students are learning

We are not that far away if the proper funding and effort is applied to the project



Evolution of ESE to GPS@RBC

The framework is composed of:

- A. easy to navigate onboarding
- B. clearly defined pathways that outline workforce-friendly majors and credentials, and effective processes for entering a pathway
- C. fast track programs to get academically underprepared students into and through crucial English and math courses
- D. high-touch, intensive student-centric support across the college
- E. tools for faculty, staff and students that provide useful information about assessment and progress



Centralized Case Management & Predictive Analytics

Centralized case management system provides 360-degree view of students throughout entire lifecycle

- Key data points for information and action
- Real-time intervention
- Early warning notification and metrics dashboards
- Student portal with key actions to be taken (checklist)

Research and development of new and improved predictive models

- Risk to drop
- Activity tracking models to assist in interventions with leading indicators



Online & Dual Enrollment GPS Support

Same services available to online and dual enrollment students

- Satisfy SACSCOC requirements
- Provide crucial guidance to students that may not have access to resources
- Under-served high school students
- Non-traditional students wanting to change/advance



Development of a Work-Curriculum Integrated Component

Hybrid Work College Idea is Viable & Valuable

- Enhance and enrich the educational experience
- Builds character, work ethic, leadership and competence in critical thinking and time management skills – high demand characteristics
- Curriculum that provides learning outcomes in key skill areas
- Internships/Jobs to reduce the cost of education
- Career counseling, job search and other crucial support services

- KEY COMPLIANCE FUNDING IN ITS, HR & FA
- INCREASED FINANCIAL AID FUNDING
- THE ACADEMIC INNOVATION CENTER



\$2.6M for Each Fiscal Year, 2021/2022

- **GPS@RBC:** **\$1,252,000**
- **Financial Aid:** **\$ 650,000**
- **Compliance related resources & systems:** **\$ 708,400**
- **AIC:** **\$15.7M**



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Mr. Paul Edwards
Chief Business Officer

- **FY20 Budget Update**
- **APA Audit Findings**
- **Corrective Action Workplan**



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Dr. Tiffany Birdsong
Faculty Representative, W&M Board of Visitors

Mr. Solomon Asare,
Student Representative, W&M Board of Visitors



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Student Employment @ RBC





TWO-YEAR REVIEW 2017-2019

**Federal Work Study,
Institutional Student Employment
and Beyond...**

WHO? WHAT? WHERE?

2017-2018 Academic Year

64 students employed on campus

- 13 FWS
- 51 IWS

Utilization of student workers

1. Athletics
2. Student Success Support Staff
3. Facilities

2018-2019 Academic Year

86 students employed on campus

- 27 FWS
- 59 IWS

Utilization of student workers

1. Student Activities/
Residence Life
2. Athletics
3. Library





RATIONALE

On-campus employment opportunities that are intentionally designed around learning and engagement can considerably enhance the student experience in multiple ways (McClellan et al., 2018).

Working alongside a cohort of peers or other professionals who directly contribute to the mission and success of an institution can help build a student's sense of identity, connection, and value to the campus (McCormick et al., 2010).

Activities within a highly impactful student employment program may include:

- establishment of **foundational requirements or criteria** to ensure preparedness and clarity regarding student and employer goals and expectations;
- cultivation of a **supportive student–supervisor relationship** in which the supervisor provides **guidance and constructive feedback**;
- frequent opportunities for student articulation of learning and reflection on the **connections between the student’s experience, their coursework, and long-term career goals**;
- engagement in both **planned and authentic programming** that allows for application of classroom learning, exploration of professional skills, and the **development of relevant learning outcomes**; and
- acknowledgment and **documentation** of student growth, contributions, and commitment during and after the experience.

NACE career-readiness competencies:

- (a) critical thinking and problem solving, *
- (b) oral and written communication, *
- (c) teamwork and collaboration, *
- (d) digital technology, *
- (e) leadership, *
- (f) professionalism and work ethic,
- (g) career management, and
- (h) global and intercultural fluency

WORK. LEARN. SERVE

Academic Support

Library
Writing Lab
Student Success
(tutoring)
Research Labs

Campus Program

Support
Athletics
Student Activities
Enrollment Services/Outreach



Administrative Office Support

IT Services
Records & Registration
Admissions & Advancement
Financial Aid
HR
Communications

Facilities & Campus Support

Café/Dining Hall
Landscape
Dorm Maintenance
Recycling/Waste Management

NACE Comprehensive Examination of On-Campus Student Employment: Five Takeaways...

- 1. Senior leadership engagement is critical**
- 2. Multiple communication channels are needed to explain to students the benefits of working on campus and to inform them of available positions**
- 3. Supervisors are the linchpin of the student employee experience**
- 4. Institutions should have a shared understanding of what student employees should be and are actually learning**
- 5. Data usage for the purposes of analyzing and sharing the impact of student employment is an area for improvement among many institutions**