

WILLIAM & MARY

Board of Visitors

Richard Bland College Committee

April 19, 2021 via Zoom

Victor K. Branch, Chair
Barbara L. Johnson, Vice Chair

RICHARD BLAND COLLEGE COMMITTEE
BOARD BOOK AND PRE-READS
APRIL 19, 2021

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RBC BOARD BOOK

RICHARD BLAND COLLEGE COMMITTEE

APRIL 19, 2021

10:00 – 12:00 P.M.

ELECTRONIC VIA ZOOM

VICTOR K. BRANCH, CHAIR

BARBARA L. JOHNSON, VICE CHAIR

- I. Introductory Remarks Victor K. Branch
- II. Approval of Minutes
 - A. February 23, 2021
- III. General Reports
 - A. Report from President and Administration Debbie L. Sydow
 - i. Compensation Plan Cassandra Standberry, Paul Edwards
 - ii. Audit Report Mr. Edwards
 - iii. FY22 Proposed Operating Budget and Tuition & Fees Mr. Edwards
 - iv. Racial Justice & Equity Task Force Evanda Watts-Martinez, Thom Addington
 - v. Statesman Safe & Secure Update Jeff Brown
 - vi. Promise Scholars Update Mr. Addington
 - B. Report from Faculty Representative - *enclosure* Tiffany Birdsong
 - C. Report from Student Representative - *enclosure* Sarah Moncure
- IV. Action Materials
 - A. Resolution to Approve FY22 Operating Budget Proposal **Resolution 1**
 - B. Resolution to Approve FY22 Tuition & Fees **Resolution 2**
 - C. Appointment to Fill Vacancy in the Executive Professional Faculty **Resolution 3**
 - D. Appointment to Fill Vacancies in the Professional Faculty **Resolution 4**
 - E. Resolution to Approve Academic Promotion **Resolution 5**
 - F. Retirement of Alice Jabbour, HR Specialist **Resolution 6**
 - G. Resolution to Approve Naming of Building – Pecan Hall **Resolution 7**
- V. Closed Session (if necessary)
- VI. Discussion
- VII. Adjourn

WILLIAM & MARY

BOARD OF VISITORS

RICHARD BLAND COLLEGE COMMITTEE

DRAFT MINUTES

ELECTRONIC MEETING VIA ZOOM

FEBRUARY 23, 2021

9:00A.M.

COMMITTEE MEMBERS PRESENT ELECTRONICALLY

Mr. Victor K. Branch, Chair

Ms. Barbara L. Johnson, Vice Chair

Ms. Cynthia E. Hudson

Hon. Charles E. Poston

Ms. Lisa E. Roday

Dr. Karen Kennedy Schultz

Dr. Tiffany R. Birdsong, Faculty Representative

Ms. Sarah Moncure, Student Representative

COMMITTEE MEMBERS PRESENT ABSENT

Mr. Brian P. Woolfolk

OTHER BOARD MEMBERS PRESENT ELECTRONICALLY

Mr. John E. Littel, Rector

OTHERS PRESENT ELECTRONICALLY

Dr. Debbie L. Sydow, RBC President

Dr. Tyler Hart, Chief Administrative Officer

Mr. Eric Kondzielawa, Director of Operations and Capital Assets

Mr. Jeff Brown, Director of Campus Safety and Police Chief

Dr. Evanda Watts-Martinez, Director of Counseling Services

Dr. Thomas Addington, Instructor of English

Dr. Christina Hubbard, Senior Director, Strategic Research, Education Advisory Board

Mr. Iyosias Assfa, Student

Ms. Kennedy Bullington, Student

Ms. Jamaica Jones, Student

Ms. Carrie Nee, University Counsel

Mr. Michael J. Fox, Secretary to the Board of Visitors

Ms. Jessica L. Walton, Deputy Secretary to the Board of Visitors

Members of the President's Council

CALL TO ORDER

Mr. Victor Branch, Chair, called the Richard Bland College Committee meeting to order at 9:02 a.m.

The meeting was held in accordance with Item 4-0.01.g of the 2020 Appropriation Act, which provides governing boards with the ability to hold meetings electronically without a quorum present while the Commonwealth is under a State of Emergency.

APPROVAL OF MINUTES

Recognizing that a quorum was present, Mr. Branch asked for a motion to approve the minutes of the electronic meeting of November 23, 2020. Motion was made by Ms. Lisa E. Roday, seconded by Dr. Karen Kennedy Schultz, and approved by roll call - 6-0 - vote conducted by Secretary to the Board Mr. Michael J. Fox. Mr. Brian P. Woolfolk was not present at the meeting.

CHAIRMAN BRANCH'S REMARKS

Chairman Branch thanked President Debbie L. Sydow and her leadership team for rising to the challenges and obstacles of the pandemic over the last year, and for delivering on commitments to keep RBC moving forward. He extended special thanks to Mr. Jeff Brown, Director of Campus Safety and Police Chief, for his leadership with the Statesman Safe and Secure Task Force and for keeping RBC's faculty, staff and students safe. Mr. Branch also thanked the leaders of the Racial Justice and Equity Task Force for maintaining a consistent focus and commitment to this important initiative.

PRESIDENT'S REMARKS

President Sydow thanked Chairman Branch for his essay that was recently published in *Virginia Business* magazine entitled "A Moment for Change." Borrowing a quote from his essay, Dr. Sydow thanked him for leading the way in staking out "a better place for those who come after us; for our children to know that their 'place' is anywhere their talent and drive can take them." She described the essay as words of inspiration that also challenge one to reflect on their own experiences with racism, and to be mindful and diligent in the pursuit of racial justice.

REPORT FROM THE PRESIDENT and ADMINISTRATION

Dr. Christina Hubbard, Senior Director for Strategic Research at the Education Advisory Board (EAB), presented research-based information about the market pressures informing new strategies for two-year colleges. She noted that 85% of today's students are so-called "post-traditional," meaning that they lead complex family and work lives that compete with their academic lives. At the same time, the trend is for the majority of degree completers, who go back to school, to choose a two-year college. EAB's research findings and recommendations confirm that RBC Online is launching at the right time.

Dr. Evanda Watts-Martinez, Director of Counseling Services, and Dr. Thomas Addington, Instructor of English, provided an update on the RBC Racial Justice & Equity Task Force, and Mr. Brown provided an update on the Statesman Safe & Secure Plan. The work of both groups is proceeding on schedule. President Sydow praised task force leaders – Evanda Watts-Martinez, Thom Addington, and Jeff Brown – for their extraordinary commitment to elevating RBC, and preserving its integrity, by aligning institutional thinking and actions with the College's espoused values.

President Sydow reported that spring enrollment projections were met, and, as indicated in the operating budget summary, RBC is on track to balance the FY21 budget. She stated that once the General Assembly concludes the 2021 session and state funding is known, the FY22 budget will be finalized for presentation to the Committee, and the Board, in April. President Sydow noted that Paul Edwards and the RBC Finance Team continue to refine the budget development process, a process that is transparent and aligned with sound business practices.

Mr. Eric Kondzielawa, Director of Operations and Capital Assets, provided an update on a signage and wayfinding project that began last year, and reported that in May construction will begin on RBC's new Academic Innovation Center. This library renovation – and the addition of specialized space for hybrid course development and delivery – dovetails with the growth of RBC Online. The new Center's anticipated opening is fall of 2022.

President Sydow thanked the Board for acting to approve RBC's Faculty Early Retirement Incentive Program (FERIP) in November, and she reported that the final program approval was granted by Governor Northam earlier this month.

President Sydow reminded Committee members that RBC's virtual Commencement 2021 is scheduled to air online May 22. The goal is to leverage technology to honor the work and achievement of RBC graduates. Supreme Court of Virginia Justice Cleo Elaine Powell will serve as RBC's Commencement Speaker.

President Sydow reported that RBC is on track over the coming months to launch a statewide shared services consortium for higher education. She noted that this development is nothing short of groundbreaking for a small college, such as RBC, because it will ensure that the lion's share of resources are directed toward mission-critical operations.

Finally, President Sydow reported that Statesman athletics will add men's baseball as an inter-collegiate sport next year. She added that head coach John Fletcher is a great addition to the coaching staff, and that the entire campus community is eager to welcome these new student-athletes who will compete in the 2022 spring baseball season.

FACULTY REPRESENTATIVE REPORT

Dr. Tiffany R. Birdsong, Faculty Representative, highlighted the RBC Library's launch of the Community Conversations Series, an exciting new way for the entire RBC community to engage in a dialogue about a common resource. The series launched in January with special efforts to choose works that can be accessed in different modalities. Carly Baskerville, Head Librarian, and Kyle Binaxis, Student Success Librarian, have created digital resources to support the Community Conversations Series via blog posts and other engaging resources.

STUDENT REPRESENTATIVE REPORT

Ms. Sarah Moncure, Student Representative, highlighted the effects of COVID-19 on the student population, with a focus on how COVID-19 has impacted the start of the spring semester. She stated that RBC students are now looking ahead to the future with hope, optimism and resilience. ASPIRE program student leaders are working with the administration to coordinate student community service opportunities that will bond participants and improve the look and feel of campus.

Following her report Ms. Moncure introduced three students who elaborated on topics she had highlighted in her report. Ms. Jamaica Jones, a second-year student, spoke about the RBC Racial Justice & Equity Spring Presentation Series and Student Racial Justice Committee recently formed. Ms. Kennedy Bullington, a first-year student, spoke about the efforts taken by RBC to offer outside spaces and activities to allow students to safely socialize during the pandemic. Mr. Iyosias Assfa, a first-year student, spoke about the career programs offered at RBC.

CLOSING REMARKS

Chairman Branch closed by thanking President Sydow and the leadership team for their extraordinary achievements and dedication during exceptionally difficult times, and he thanked the Board for their continued passion and support to the team.

ADJOURNMENT

There being no further business, Mr. Branch adjourned the meeting at 10:20 a.m.

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Richard Bland College
of WILLIAM & MARY

REPORT OF THE RBC FACULTY REPRESENTATIVE
April 2021

Dr. Tiffany Birdsong

W&M Board of Visitors, RBC Faculty Representative

Looking Ahead with Hope and Enthusiasm

"The secret of change is to focus all of your energy, not on fighting the old, but on building the new." – Socrates

During this spring semester the faculty have put significant energy into providing the best educational experience for students, while looking forward to the fall with hopes for returning to a safe, more normal semester. Summer and fall registration are well underway and there will be many more courses offered in-seat, while also continuing to offer more flexible course modes, including asynchronous and synchronous online, blended, and hybrid courses. Spring is a time of change and the same has been true for our beautiful campus, which is currently in bloom. With change comes opportunity for evaluation and growth, and this semester has resulted in faculty taking a more active role in student success and services on campus. Through various initiatives aimed at promoting learner success, faculty continue to consider how they can best serve our students on their educational and personal journeys. Below is a selection of some of ways faculty continue to work towards providing the best experience for our students.

Learner Success Lab

One of the largest initiatives occurring across campus is the launch of The American Council of Education's Learner Success Lab (ACE-LSL), which is focused on Learner Success, Guided Pathways, and the implementation of RBC's strategic plan, *Seize Your Potential*. While this large-scale project includes representation from across campus, faculty have taken active leadership roles in supporting this important initiative. There is representation from all academic departments on the core leadership team, with five faculty members serving on the LSL Steering Committee. In addition to the Steering Committee, there are four LSL Sub-Committees connected to student success targets, including Curriculum, Co-Curriculum & Mobility, Leadership & Structure, Community Partnerships, and Faculty & Staff Support. Despite being devoted to teaching responsibilities and other scholarly pursuits, there are faculty serving

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as Co-chairs on all of the LSL Sub-Committees. ACE's Model for Comprehensive Learner Success illustrates a strategic, coordinated process to align policies, practices, and resources to position colleges and universities to better facilitate learner success, and our faculty are dedicated to engaging in this process to enhance learner success at RBC.

Professional Development

The last year has resulted in faculty exploring pedagogy that was new to many of us. In the spirit of lifelong learning, many faculty members requested professional development opportunities aimed at providing high-quality online learning. With the support of the department chairs and administration, 19 faculty members representing all three academic departments are registered to complete the Duke Continuing Studies Online Learning Certificate. This certificate offers instruction on the major models, tools, and techniques in creating and delivering online learning, as well as the fundamentals of general learning theory and how it can be applied, in practice, to online design and instruction. Faculty are grateful for this opportunity and will share their experiences in this course with their colleagues during August's Faculty Development events.

Highlighting our Exceptional Students

Faculty across all departments participated in nominating students for Academic Excellence Awards for the 2020-21 Academic Year. On April 28th eleven students will receive trophies for academic excellence in the following areas: Communication, English, Foreign Language, Religion and Philosophy, Life Science, Math and Computer Science, Physical Science, Business and Economics, History and Government, Psychology and Sociology, and Visual and Performing Arts. During a year that included many obstacles for students, the faculty are overjoyed to be granting these awards to these exceptional students.

Scholarly Presentations

On March 20, Dr. Dan Franke presented a paper at the Georgia Medievalists Group entitled "The Crusades, the Far Right, and the Ethics of History in the 21st Century." Dr. Franke noted that the presentation was "very well received by an audience of approximately 40 people via Microsoft Teams."

On February 17, Dr. Vanessa Stout presented to the Department of Sociology Seminar Series at Trinity College Dublin. Dr. Stout's presentation was entitled "Mapping and Remapping Home: Examining Nigerian Immigrants Housing and Leisure Space in Los Angeles and Dublin."

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Richard Bland College
of WILLIAM & MARY

REPORT OF THE RBC STUDENT REPRESENTATIVE
April 2021

Sarah Moncure

W&M Board of Visitors, RBC Student Representative

Campus Engagement

Despite the absence of spring break due to the Covid-19 pandemic, the RBC community has been finding ways to decompress and have fun as the weather gets warm. Students are looking forward to cultivating a green thumb with programs such as Plant Party, where participants decorate pots and plant flowers. Students have engaged in other creative activities like mug making. First-year student Emmanuel White has enjoyed these campus programs, saying, "It has been a long time since I explored my creative side, but I've really enjoyed myself." White and many other students are looking forward to participating in future spring programming events and activities such as yoga and game nights.

Students Gear up for Graduation

Given that it has been more than a year since the pandemic began, it was not surprising to learn that commencement would be held virtually again this May. Students completely understand that safety and security measures need to be taken and precautions upheld, despite encouraging information regarding rising vaccination numbers. In response to the decision, many students are finding ways to celebrate graduation together virtually and are becoming creative with ways to commemorate their experiences at RBC. Whether hosting parties with their immediate housemates, social media send-offs, or photo shoots around campus, everyone is trying their best to commemorate and celebrate graduation. The RBC community is refusing to allow less than ideal circumstances to halt celebration or dampen the feeling of pride in our graduates and their achievement. The Statesman Spotlight, produced on social media by Residence Life, is one way of exhibiting the achievements of soon-to-be graduating students. One student recently highlighted is Calvin Jester. The post shared his future academic and career goals, as well as pictures from his time at RBC. This is only one of

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many ways graduating RBC students can connect with and inspire those incoming, and non-residential students, to learn more about RBC before visiting campus.

Graduates Reflect

As we reach the mid-point in the semester, second-year students begin to reflect on their time at RBC and prepare for graduation. With most transfer applications submitted, many take the time to ponder their impact at RBC, and the impact the College has had on them. One of these students is Kelsey Watts, a second-year Promise Scholar. "RBC has made me more independent, challenged me academically, and has put me out of my comfort zone at times," she says. Watts feels she has made an impact at RBC by contributing to the school community as a community service volunteer and being active in campus programming the past two years. "I have really liked taking part in the culture here that invites people to try new things and meet others. If RBC was a four-year college, I'd love to stay here! While I am looking forward to graduation (though online), it makes all the hard work worth it." Fellow graduate Jason Kellerhalls is also preparing for graduation this semester. He raves about his experiences with faculty on campus, saying his professors have had an enormous impact on his life at RBC. Jason credits them with taking a personal interest in helping him become a well-rounded student and preparing him for his future career. Jason has made his mark at RBC as a chemistry and Spanish tutor, experiences he says have been "very enjoyable and rewarding."

One Year After

For those all around the world, this past year has been truly unfathomable. Higher education has been impacted tremendously, and the RBC community is no exception. Despite having to act quickly and adopt entirely new ways of conducting classes and other school proceedings, RBC students are by and large satisfied with the past year. There have been difficulties, of course, as everyone navigated through what life and higher education meant during a global pandemic. Students agree that, although the effects of events from this past year will be felt for many years to come, the RBC community will continue to overcome any obstacles that arise with grace and resilience together.



Richard Bland College
of WILLIAM & MARY

APPROVAL OF FY22 OPERATING BUDGET PROPOSAL

The FY22 operating budget for Richard Bland College (RBC) is presented below.

Revenue Budget

Three major sources of revenue support RBC's operations:

1. state general fund appropriations to support the academic mission (*i.e.*, E&G program) and need-based student financial aid;
2. student tuition and mandatory E&G fees to support the academic mission; and
3. student fees for auxiliary programs, including housing, dining, and student activities.

The FY22 budget reflects state general fund support appropriated for RBC based on final actions of the 2021 General Assembly Session. In addition, it includes anticipated tuition and fee revenue based on 20,000 credit hours for the 2021-2022 academic year.

The auxiliary revenue estimates for FY22 are based on a 70% occupancy level. Other sources of auxiliary revenue are based on student dining contracts and the comprehensive auxiliary fee paid by students, which is used to support athletics, student recreational services, parking, transportation, and other student programs.

In total, projected revenues for FY22 are expected to be \$26.9 million as reflected in the table below.

Expenditure Budget

A zero-based budgeting approach was employed to derive the expenditure side of the FY22 operating budget. The FY22 budget reflects anticipated personnel and non-personnel costs by major program (*i.e.*, Educational & General, Financial Aid, and Auxiliary Services).

In total, FY22 expenditures are expected to be \$26.9 million as shown in the table below.

FY22 Richard Bland College Operating Budget Summary

Revenue	FY21 Revised Budget	FY22 Proposed Budget	Change from Prior Year	
			\$ Change	% Change
State General Fund ¹	11,128,294	11,924,694	796,400	7%
Tuition and E&G Fees ²	5,005,558	8,780,930	3,775,372	43%
Auxiliary Revenue	2,103,912	4,302,667	2,198,775	51%
Other Revenue ³	603,150	1,982,483	1,379,333	70%
Total Revenue	18,840,914	26,990,774	8,149,860	30%

Operating Expenditures	FY21 Revised Budget	FY22 Proposed Budget	Change from Prior Year	
			\$ Change	% Change
Personnel				
Instruction	3,662,956	4,160,733	497,777	12%
Academic Support	202,176	182,180	-19,996	-11%
Student Services	1,736,888	1,175,711	-561,177	-48%
Institutional Support	3,337,545	5,192,506	1,854,961	36%
Plant Operations	1,097,531	1,200,964	103,433	9%
Auxiliary Services	558,019	672,833	114,814	17%
Athletics	459,552	495,472	35,920	7%
Total, Personnel	11,054,667	13,080,398	2,025,731	15%
Total, Non-Personnel Services	5,650,603	11,588,132	5,937,529	51%
Financial Aid	2,135,644	2,322,244	186,600	8%
Total Expenditures	18,840,914	26,990,774	8,149,860	30%

¹ Includes Financial Aid

² Net of tuition waivers and allowance for doubtful accounts

³ Other revenue increase due to the one-time \$1.3M HEERF funds

THEREFORE, BE IT RESOLVED, that upon recommendation of the President, the Board of Visitors of the College of William & Mary in Virginia approves the FY22 (2021-22) operating budget for Richard Bland College.



Richard Bland College
of WILLIAM & MARY

APPROVAL OF FY22 TUITION & FEES

The following Tuition and Fees are recommended by the RBC President and administration to meet the FY22 (2021-2022) funding requirements for academic programs, student support services, and auxiliary services. This funding enables the College to continue to advance its mission and the 2020-2025 strategic plan (*Seize Your Potential*) goals. The pricing strategy is intended to optimize affordability and educational excellence for students.

The proposed FY22 in-state Tuition and Mandatory E&G Fees per credit hour rate of \$200 constitutes no increase to the current FY21 rates and remains one of the lowest in the Commonwealth. To remain competitive and to keep out-of-state Tuition and Mandatory E&G Fees appropriately aligned with that of in-state Tuition and Mandatory E&G Fees, the out-of-state tuition per-credit-hour rate will remain at \$386. Furthermore, to promote traditional online offerings as well as the new RBC Online program, distinct online Tuition and Mandatory E&G Fees categories were established during the FY21 year and remains constant with a per-credit-hour rate of \$199.

For FY22, it is recommended that mandatory Auxiliary Comprehensive fees for in-state and out-of-state students increase by 3% to a per-credit-hour rate of \$72.

For FY22, pricing for all residential rooms will remain equal to the current FY21 rates. All residents will be required to purchase a meal plan. The meal plan cost will remain unchanged as well.

A proposed FY22 tuition and fee summary sheet is attached.

RBC's goal remains to deliver high quality educational programming, high-value university pathways and innovative delivery models to students while simultaneously minimizing student cost.

WHEREAS, the President and the Board of Visitors recognize that unforeseen post-COVID financial circumstances may impact students and their families, requiring the College to adjust or reconsider non-mandatory fees and charges;

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WHEREAS, maintaining FY22 tuition and mandatory E&G fees at current FY 2021 levels, with a low 3% increase of mandatory Auxiliary Comprehensive fees, will result in no significant increase for the College's returning or incoming students;

THEREFORE BE RESOLVED, that upon recommendation of the President, the Board of Visitors of the College of William & Mary in Virginia approves the FY22 (2021-2022) Tuition and Fee Summary as presented for Richard Bland College for the FY22 fiscal year; and

BE IT FURTHER RESOLVED, that the President or designee are granted the authority and the discretion to determine whether non-mandatory fees will be waived or applied for courses, programs, and activities

RICHARD BLAND COLLEGE
FY 2021-2022 TUITION AND FEE SUMMARY

	ACTUAL FY21	PROPOSED FY22	PERCENT CHANGE	DOLLAR CHANGE
IN-STATE ¹				
Per Credit Hour Taken				
Tuition	\$ 193	\$ 193		
E&G Technology Fee	\$ 7	\$ 7		
Total Tuition and E&G Fees	\$ 200	\$ 200	0.00%	\$ -
Auxiliary Comprehensive Fee	\$ 70	\$ 72	2.86%	\$ 2
Total In-State Tuition & Mandatory Fees	\$ 270	\$ 272	0.74%	\$ 2
	\$ 4,050	\$ 4,080		
OUT-OF-STATE (domestic) ¹				
Per Credit Hour Taken				
Tuition	\$ 386	\$ 386		
E&G Technology Fee	\$ 7	\$ 7		
Total Tuition and E&G Fees	\$ 393	\$ 393	0.00%	\$ -
Auxiliary Comprehensive Fee	\$ 70	\$ 72	2.86%	\$ 2
Total In-State Tuition & Mandatory Fees	\$ 463	\$ 465	0.43%	\$ 2
OUT-OF-STATE (international) ¹				
Per Credit Hour Taken				
Tuition	\$ 650	\$ 650		
E&G Technology Fee	\$ 7	\$ 7		
Total Tuition and E&G Fees	\$ 657	\$ 657	0.00%	\$ -
Auxiliary Comprehensive Fee	\$ 70	\$ 72	2.86%	\$ 2
Total In-State Tuition & Mandatory Fees	\$ 727	\$ 729	0.28%	\$ 2
ONLINE ²				
Per Credit Hour Taken				
Tuition	\$ 192	\$ 192		
E&G Technology Fee	\$ 7	\$ 7		
Total Tuition and E&G Fees	\$ 199	\$ 199	0.00%	\$ -
Total Online Tuition & Mandatory Fees	\$ 199	\$ 199	0.00%	\$ -

VERTO PROGRAM³

Per Credit Hour Taken	\$	333	\$	333		
Total Tuition and E&G Fees	\$	333	\$	333	0.00%	\$ -

OTHER FEES

Application Fee	\$	50	\$	50	0.00%	\$ -
Blended Room Average	\$	7,799	\$	7,799	0.00%	\$ -
Room Change Fee	\$	50	\$	50	0.00%	\$ -
Room Damage Deposit	\$	150	\$	150	0.00%	\$ -
Basic Residential Meal Plan annual ⁴	\$	2,240	\$	2,240	0.00%	\$ -
Transcript Fee	\$	7	\$	7	0.00%	\$ -
Late Fee	\$	50	\$	50	0.00%	\$ -
Returned Check Fee	\$	50	\$	50	0.00%	\$ -
Parking Ticket (Per Violation)	\$	40	\$	40	0.00%	\$ -
Lab Material Fee (Science)	\$	60	\$	60	0.00%	\$ -
Art Fee	\$	35	\$	35	0.00%	\$ -
Math Fee	\$	75	\$	75	0.00%	\$ -
Distance Education Fee (per-credit hour)	\$	25	\$	25	0.00%	\$ -
Capital Outlay Fee (out-of-state only) ⁵	\$	90	\$	90	0.00%	\$ -

¹ In state/out-of-state applies to on campus, in-seat courses.

² Online rate applies to online-only courses

³ Hourly rate charged exclusively for partnership with the Verto Program, paid only by students within this program

⁴ Mandatory for all residential students; includes dining dollars

⁵ State mandated E&G fee required of OS students to support costs associated with capital projects funded by the Commonwealth



Richard Bland College
of WILLIAM & MARY

APPROVAL TO FILL VACANCIES IN THE EXECUTIVE PROFESSIONAL FACULTY

Vacancies in the Executive Professional Faculty of Richard Bland College of William & Mary have resulted because of a retirement, a vacancy, or a newly created position.

THEREFORE, BE IT RESOLVED, that upon recommendation of the President, the Board of Visitors of the College of William & Mary approves the appointment of the following individual to fill this position:

Tyler Hart, Provost, effective April 5, 2021:

Ph.D., Community College Leadership, Old Dominion University, 2016
M.S., Business Administration Averitt University, Danville, VA, 2010
B.S., Science in Business Administration, Longwood University, Farmville, VA 2003

Richard Bland College of William and Mary:

Chief Administrative Officer, 2020-2021
Chief Advancement/Development Officer, 2018-2020
Dean of Enrollment Services, 2015-2018
Dean of Program Development and Strategic Initiatives, 2014
Director of Institutional Effectiveness and Strategic Initiatives, 2013-2014
Interim Director Academic and Institutional Effectiveness, 2012-2013
Director of Financial Institutional Research, 2011-2012
Director of Financial Aid, 2008-2011

Gregg & Bailey CPAs PC
Senior Accountant, 2004-2008



Richard Bland College
of WILLIAM & MARY

APPROVAL TO FILL VACANCIES IN THE PROFESSIONAL FACULTY

Vacancies in the Professional Faculty of Richard Bland College of William & Mary have resulted because of a retirement, a vacancy, or a newly created position.

THEREFORE, BE IT RESOLVED, that upon recommendation of the President, the Board of Visitors of the College of William & Mary approves the appointment of the following individual to fill these positions:

VAUGHAN, JESSE, Chief Communications and Marketing Officer, effective April 10, 2021:

B.S., Mass Communications, Virginia Commonwealth University, 1980

Virginia State University

Director, Advance Creative Services Group, 2011-2021

Northern Arizona University

Associate Director, Television Services, 2008-2010

Jesse Vaughan Productions

Creative Director and President, 1991-2008

NBC/WRC-TV4:

Director, 1986-1991

Associate Director, 1981-1986

BIRDSONG, TIFFANY, Director of Academics, effective May 10, 2021:

PsyD., La Salle University, 2011

M.A., La Salle University, 2008

B.S., Manhattan College, 2006

Richard Bland College of William & Mary

Assistant Professor of Psychology, 2015 - 2021

Board of Visitors

Resolution 4

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Discovery Counseling and Consulting
Clinical Psychologist, 2013 - 2015

Poplar Springs Hospital
Clinical Psychologist, 2013

Good Neighbor Outpatient Services
Outpatient Clinician, August 2011- March 2013



Richard Bland College
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APPROVAL OF ACADEMIC PROMOTION

The following members of the instructional faculty of Richard Bland College have been recommended for the award of academic promotion by the Peer Review Committee and the Provost.

THEREFORE, BE IT RESOLVED, that upon recommendation of the President, the Board of Visitors of the College of William & Mary approves the award of academic promotion to the following faculty members, effective with the beginning of the 2021-22 academic year:

ALICE M. HENTON, from Assistant Professor of English to Associate Professor of English, effective August 10, 2021:

Ph.D, English, University of California, Los Angeles, 2014
M.A., English, University of California, Los Angeles, 2009
B.A., English (with highest honors) and History (with highest honors), University of California, Davis, 2005

Richard Bland College, Assistant Professor of English, 2017 - 2021
Trinity College, Visiting Assistant Professor, 2015 - 2017
University of California, Los Angeles:
Lecturer, 2014 - 2015
Campus Academic Mentor, 2013 - 2014
Reader, 2009 - 2014
Teaching Assistant, Associate and Fellow, 2007 - 2012

VANESSA STOUT, from Assistant Professor of Sociology to Associate Professor of Sociology, effective August 10, 2021:

Ph.D., Sociology, Trinity College, Dublin, Ireland, 2016
Master Degree, Sociology, Trinity College, Dublin, Ireland, 2012
Master Degree, University of California, Riverside, American & World History, 2009
B.A., University of California, Riverside, American & African American History, 2007

Richard Bland College, Assistant Professor of Sociology, 2016 - 2021

Trinity College Dublin:

Lecturer, 2014 - 2016

Teaching Assistant, 2013 - 2016

ERIC MILLER, from Assistant Professor of Biology to Associate Professor of Biology, effective August 10, 2021:

Ph.D. (1995), West Virginia University

M.S. (2011), West Virginia University

B.S. (2007), West Virginia University

Richard Bland College, Assistant Professor of Biology, 2015 - 2021

West Virginia University, Graduate Research Assistant, 2012-2015

JENNIFER MORRISON, from Assistant Professor Sociology to Associate Professor of Sociology, effective August 10, 2021:

M.S. (2003), Virginia Commonwealth University

B.S. (1999), Virginia Commonwealth University

Richard Bland College:

Instructor of Sociology, 2015 – 2017

Assistant Professor of Sociology, 2017 - 2021

J. Sargeant Reynolds Community College, Student Development Faculty Adjunct, 2005 - 2015

Florida Institute of Technology, Adjunct, 2011 - 2015

Virginia Commonwealth University, Sociology Adjunct, 2011 - 2012

TIFFANY BIRDSONG, from Assistant Professor of Psychology to Associate Professor of Psychology, effective August 10, 2021:

Psy.D. (2011), La Salle University

M.A. (2008), La Salle University

B.S. (2006), Manhattan College

Richard Bland College, Assistant Professor of Psychology, 2015 - 2021

Discovery Counseling and Consulting, Clinical Psychologist, 2013 - present

Poplar Springs Hospital, Clinical Psychologist, 2013

Good Neighbor Outpatient Services, Outpatient Clinician, 2011 – 2013



Richard Bland College
of WILLIAM & MARY

**RETIREMENT OF ALICE JABBOUR
HUMAN RESOURCES SPECIALIST**

Alice Jabbour joined Richard Bland College as a part-time Human Resources Assistant on October 25, 2010. Ms. Jabbour assumed a full-time position as Human Resources Specialist on June 12, 2013.

Ms. Jabbour obtained an associate's degree in Business Administration from John Tyler Community College in 1992.

Ms. Jabbour began her career as a Secretary with the Virginia Department of Health from November 1977 until March 1986. She also worked as a Senior Secretary with Wyeth from March 1986 until June 1997 and was Office Manager at Metro Ready Mix from August 1998 until June 2007. She served as a Senior Tax Preparer/Office Manager with Jackson Hewitt Tax Service from January 1998 until May 2015.

Ms. Jabbour possesses extensive knowledge and experience in human resources, and she provided outstanding human resources guidance and support to Richard Bland College faculty, staff and student workers to include onboarding, recruitment, payroll and benefits administration.

THEREFORE, BE IT RESOLVED, that the William & Mary Board of Visitors acknowledges the retirement of Alice L Jabbour on July 1, 2021 and expresses its appreciation and deep gratitude to Ms. Jabbour for her sixteen years of devoted service and her many contributions to Richard Bland College;

BE IT FURTHER RESOLVED, that this resolution be spread upon the minutes of the Board and a copy of the same be delivered to Ms. Alice Jabbour with best wishes from a grateful Board for her years of dedicated service to Richard Bland College.



Richard Bland College
of WILLIAM & MARY

APPROVAL OF NAMING OF BUILDING – PECAN HALL

A former laundry building converted into classrooms and studios in 1965, currently housing the offices of the cashier, financial aid, admissions and human resources on campus at Richard Bland College, shall be officially named Pecan Hall.

The current appearance of the building, which is painted white with a porch and a balcony that extend the length of the building's facade, with stairways to the second story at either end, is a far cry from the original laundry facility. The first floor of the building houses a reception area, restroom accommodations and cashier and financial aid offices. The second floor houses the offices of admissions and human resources.

Col. James M. Carson, director of the college in 1965, stated in a Progress Index article, "No doubt they'll come up with an appropriate and picturesque name for the converted laundry building, maybe something to do with the big farm bell attached to one end of the roof," but the naming of the building never occurred and, over time, the building's location, nestled in RBC's historic pecan grove, suggested its name.

The picturesque campus of Richard Bland College is home to Virginia's oldest and largest pecan grove, inspiring the name "Pecan Hall" for the former laundry building that has over time been transformed into an important building for fulfilling the College's mission.

THEREFORE, BE IT RESOLVED, that upon recommendation of the President, the Board of Visitors of the College of William & Mary approves the naming of Pecan Hall.



PRE-READS

#	Level	Name	Status	Metric Description	Current Value	Last Updated	Assigned To	Last Comment
	Plan	President's 2020-2021 Goals	In Motion			10/28/2020		
1	Goal	Safeguard student and employee health while fulfilling educational mission and demonstrating responsible fiscal stewardship during the COVID-19 pandemic	In Motion			10/28/2020		
1.1	Tactic	In partnership with external health advisers and providers, conscientiously execute the Statesman Safe & Secure plan.	In Motion			9/14/2020		Statesmen Safe and Secure implemented
1.1.1	Tactic	Execute on Statesmen Safe and Secure Plan	In Motion	Move from baseline of 0% to target of 100%	85% <div><div></div></div>	1/6/2021	Jeffrey Brown	<p>The Safe and Secure Plan, as approved by SCHEV, was placed in operation in August, 2020, as the fall semester began. The plan requires implementation of CDC and VDH protocols across campus.</p> <p>Learning has occurred in a variety of formats - synchronous, asynchronous, hybrid, in-seat and virtual. Faculty have been trained in the use of virtual and hybrid teaching strategies.</p> <p>De-densification of academic buildings has occurred by arranging class meeting on a Monday - Wednesday and Tuesday - Thursday format with labs and exams offered on Fridays. The days have been lengthened to accommodate foot traffic and buildings have designated entrances and exits to prevent unnecessary crowding.</p> <p>De-densification of the residence halls has been accomplished by providing one student - one room. In the event a student becomes symptomatic, the student can isolate or quarantine in their room without the need to move to a special safe area. Student Success and Residence Life staff serve as case managers for students that test positive or are in quarantine for possible exposure. Case managers provide wrap around support with all needs while the student is recovering.</p> <p>Social distancing has been executed across campus - floor markers have been placed on the floors where queing occurs; desks and chairs have been removed and arranged to ensure a 6' distance between each in academic and administrative buildings. Sneeze shields, cleaning supplies, enhanced cleaning by housekeeping staff are other ways to maintain a virus-free environment. The Cafe has outside seating and take out options for patrons.</p> <p>A face covering policy has been approved and implemented for all students, faculty and staff and community members have been in compliance.</p> <p>The College entered into an Agreement with VCUHealth to provide virtual tele-med service to students that become symptomatic. The attending physician is able to schedule the student for a PCR test at a VCUHealth clinic, as necessary. The College is also in an agreement with VSU for the administration of Abbott BinaxNOW rapid testing.</p>

#	Level	Name	Status	Metric Description	Current Value	Last Updated	Assigned To	Last Comment
								<p>A daily attestation has been implemented for all students, faculty and staff, requiring them to check for COVID symptoms on a daily basis.</p> <p>Thermometers have been distributed across the campus and a touchless stand alone thermometer is located in the library for any community member to use.</p> <p>Administrative units have developed alternating schedules for employees and telework options, as managed by department heads, have been put in place.</p> <p>The Athletic program has been suspended to prevent unnecessary transmission of the COVID virus in sporting activities.</p> <p>The Safe and Secure Task Force meets as necessary to adjust the Plan. On January 12, 2021, the Task Force met to review the Plan for the spring '21 semester. The Task Force recommended to the COVID-19 Emergency Management Team to provide virtual instruction for the first week of classes due to the high positivity rate and increasing number of new cases in the Crater Health District. These recommendations were adopted and a message to the community was issued on January 15, 2021.</p>
1.1.2	Tactic	Nimble modify delivery mode of classes, services and business functions as necessary to ensure health and safety of the campus community	In Motion	Move from baseline of 0% to target of 100%	85% <div><div></div></div>	4/5/2021	Tyler Hart	Spring semester is running smoothly and we are beginning to process fall 21 registrations. As we return to modified normal schedule and ultimately to normal pre-covid19 teamwork agreements, student facing functions will be back to normal by May 1. Tyler Hart assumed the duties of Provost on 4-5 with a focus on enrollment and registration.
1.2	Tactic	2. Continuously monitor financial impact of COVID-19 and take appropriate action to deliver a balanced FY21 budget.	In Motion			9/14/2020		
1.2.1	Tactic	Model multiple budgetary scenarios in accordance with projected and actual enrollment-driven revenue and state funding, and act swiftly to reduce expenses as required	In Motion	Move from baseline of \$0 to target of \$17.67m	\$13.2m <div><div></div></div>	4/5/2021	Paul Edwards	Ongoing proactive efforts are consistently employed to monitor actual results to our approved budget in order to adjust operations as needed to remain within the approved budget.
1.2.2	Tactic	Optimize revenue generation through auxiliaries and other appropriate means.	In Motion	Stay above baseline of \$0	\$47.9k	4/5/2021	Eric Kondzielawa	Optimizing housing for the fall (Post COVID19) at 6 students per room. We are targeting a total of 320 beds for fall 2021. Bookstore, food service continue to operate with consistent revenue generation through the spring.
2	Goal	Deliver an Educational Product of High Value at a Low Cost	In Motion			9/14/2020		
2.1	Tactic	3. Capture the direct effectiveness of Richard Bland College and provide an indication of preparedness for transfer:	In Motion			9/14/2020		
2.1.1	Tactic	Number of two-year credentials (degrees and certificates) achieved at RBC within three (3) years of start.	In Motion	Stay above baseline of 28%	28%	9/14/2020	Tyler Hart	Baseline 3-year graduation rate is 28%

#	Level	Name	Status	Metric Description	Current Value	Last Updated	Assigned To	Last Comment
2.1.2	Tactic	Number of credentials achieved from any postsecondary institution (including bachelor's degree) within 6 years of starting at RBC	In Motion	Stay above baseline of 41%	41%	9/14/2020	Tyler Hart	baseline 2011 cohort
2.2	Tactic	4. Pilot an online program designed to target adults and deliver marketable skills and credentials relevant to workforce preparedness.	In Motion			9/14/2020		
2.2.1	Tactic	Utilize findings of online program research conducted internally, the VCU report on the hybrid work college model, and SCHEV data to implement new online program	In Motion	Move from baseline of 0% to target of 100%	75% <div><div></div></div>	4/5/2021	Stacey Sokol	RBC Online's soft launch is scheduled for 4.12.21 with psychology and sociology general education course offerings. The program's courses, developed in partnership with SEI Studios will follow an 8 week format utilizing documentary-style films as the central component for the courses. These general education course offerings can be paired with more technical and specialized training to comprise a complete associate's degree. EAB continues its scheduled marketing and promotion to adult learner target populations.
2.2.2	Tactic	Align enrollment targets with updated SEM Plan to be delivered by the SEM Task Force on December 30, and ensure that clear metrics are in place for assessing success.	Achieved	Move from baseline of 0% to target of 100%	100% <div><div></div></div>	1/6/2021	Tyler Hart	enrollment targets and plan identified and placed in SEM Plan. Shared with President's council and faculty assembly.
2.3	Tactic	5. Begin construction of the Academic Innovation Center,	In Motion	Move from baseline of \$0 to target of \$12.8m	\$0 <div><div></div></div>	4/8/2021	Eric Kondzielawa	The DEB recently asked us to resubmit our CR2 which is a review of the total cost of the project which increased the total cost of the project to over \$15 million. Final review of cost is being evaluated which we are confident that the project will be passed through final budget.
3	Goal	Deliver a Student Experience that Promotes Student Persistence	In Motion			10/28/2020		
3.1	Objective	Clear pathways and meaningful college experiences will be delivered to ensure students persistence thereby reducing "swirl" (transfer between and among postsecondary institutions) and time to degree.	In Motion					
3.1.1	Tactic	Utilize findings from online program research conducted internally, the VCU report on hybrid work to increase Fall to spring persistence in the first year, from semester 1 to semester 2.	In Motion	Stay above baseline of 80%	82%	9/14/2020	Tyler Hart	RBC baseline is 55% for the 2018 cohort moving to spring 2019
3.1.2	Tactic	Net Promoter Score for overall student satisfaction.	In Motion	Stay above baseline of 5	5	9/14/2020	Tyler Hart	The Fall 2020 NPS score was 29.45 which was an improvement over the last two semesters (Spring 2020 NPS score: 4; Fall 2019 NPS score: 25).

#	Level	Name	Status	Metric Description	Current Value	Last Updated	Assigned To	Last Comment
3.2	Objective	Achieve specific, initial tasks established by the Racial Justice & Equity (RJ&E) Task Force that was launched in June	In Motion					
3.2.1	Tactic	Utilize guiding questions, which are linked to core institutional values, to launch the exploratory and planning phases-leading to an implementation plan- as described by the RJ&E Task Force co-chairs.	In Motion	Move from baseline of 0% to target of 100%	80% <div><div></div></div>	4/5/2021	Evanda Watts-Martinez	<p>Hey Doc, Please see the below updates.</p> <p>In-Progress/Incomplete:</p> <ol style="list-style-type: none"> 1. Current and former student data collection 2. The RJ&E Final Report w/recommendations <p>Completed:</p> <ol style="list-style-type: none"> 1. Employee Data Collection 2. Campus Programming 3. Professional Development (Faculty & Staff) 4. Dissemination of campus-wide DEI Training 5. Fall Progress Report - Completed 6. Spring Progress Report - Completed 7. Currently establishing partnerships with racial justice committees from two and four year colleges/universities 8. Workgroup Projects
3.3	Objective	Administrative processes, particularly those that have a direct impact on the student will be evaluated and redesigned to provide the smoothest, most user friendly experience possible.	In Motion					
3.3.1	Tactic	Salesforce process improvement project will proceed on time and on budget	In Motion	Move from baseline of 0% to target of 100%	70% <div><div></div></div>	4/5/2021	Tyler Hart	We are live with Admissions and Marketing and beginning discovery with 360 view
4	Goal	Maintain Sustainable Operations	In Motion			9/15/2020		
4.1	Objective	The Current Ratio is a measure of fiscal health, specifically liquidity, that represents the organization's ability to meet its short-term obligations given its short-term resources available. A current ratio of 1 or higher indicates the organization has the short-term resources to meet its short-term obligations. Using the accepted metric, RBC will use this ratio as one measure to gauge performance and implement strategies to maintain fiscal health.	In Motion	Stay above baseline of 1	1.51	4/5/2021	Paul Edwards	While this is generally measured once per year based on the annual financial statements, the current ratio based on the interim financial statements from Feb 28, 2021 was 1.51.

#	Level	Name	Status	Metric Description	Current Value	Last Updated	Assigned To	Last Comment
4.2	Objective	100% of all RBC administrative units will define, execute and evaluate an effectiveness assessment annually. Continuous improvement of all operational units is critical for sustained growth, innovation, and student satisfaction.	In Motion	Stay between baseline of 0% and target of 100%	75%	4/7/2021	Stacey Sokol	The institutional effectiveness committee finalized the administrative assessment manual, which was approved by President's Council. Administrative units will complete the internal evaluation for the period 7/1/20-6/30/21 and report to IEC by 9/1/21. Since the value is set at # of units complete, the # will remain the same until reports are submitted on 9/1/21.