



Richard Bland College  
*of* WILLIAM & MARY

RBC Committee, W&M Board of Visitors

April 25, 2024

# CHAIRMAN'S REMARKS



## **MR. JOHN RATHBONE**

W&M Board of Visitors  
RBC Committee Chair



# PRESIDENT'S REMARKS



**DR. DEBBIE SYDOW**

President





**MS. STACEY SOKOL**

Chief Business Officer



# BALANCED BUDGET

**FY25 Budgeted Revenues: \$30,057,592**

**FY25 Budgeted Expenses: \$30,057,592**



# FY25 GOVERNOR'S PROPOSALS

## State Appropriations

**\$15,944,525**

YoY Change

+ \$1,048,739

## Specific Funding Initiatives:

Compliance Personnel

\$1,557,350

Financial Aid

\$2,346,080

Student Success Initiatives

\$300,000

Campus Safety & Security

\$150,000

Statesman Hall HVAC

\$1,331,654

Reserve Maintenance

\$804,094



# BUDGET REVENUES

## FY25 Budgeted Revenues (in Millions)

Tuition & Fees	\$ 6.63	22.1%
Auxiliary	\$ 5.29	17.6%
Appropriations	\$ 15.94	53.0%
Other	\$ 2.19	7.3%
<b>Total</b>	<b>\$ 30.05</b>	<b>100.0%</b>



# BUDGET ASSUMPTIONS - REVENUES

## Proposed FY25 budgeted revenue assumes:

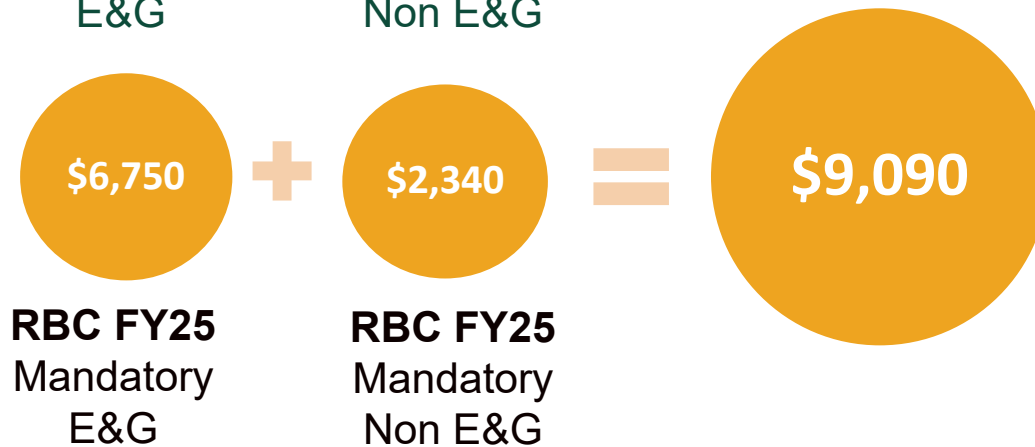
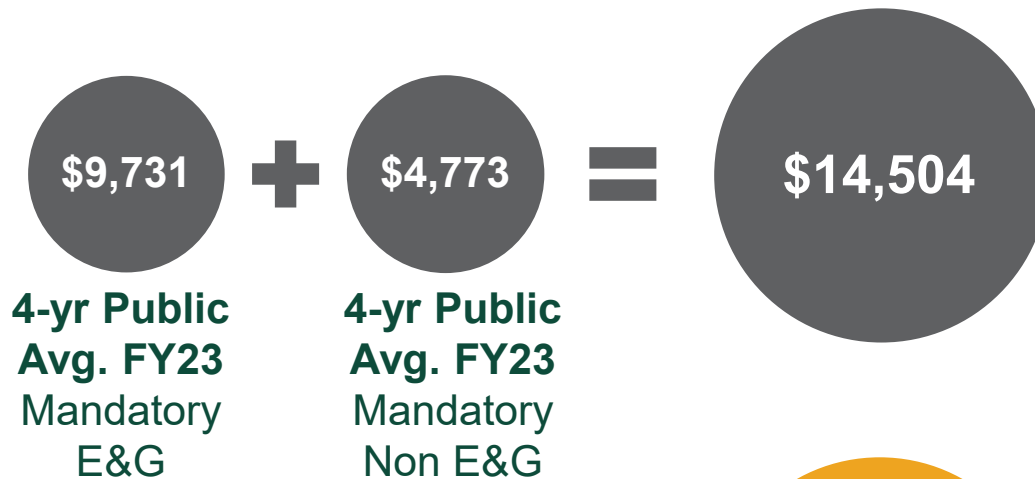
- **3% tuition and mandatory fee increase** to partially offset direct costs & inflation
- **4.1% non-mandatory fee (housing & dining) increase** to partially offset direct costs & inflation
- **21,000 credit hours**
- **65% in-person, 35% online**
- **85% (350) housing capacity**
- **5% increase in grant funding**





# FY25 TUITION AND FEE SUMMARY

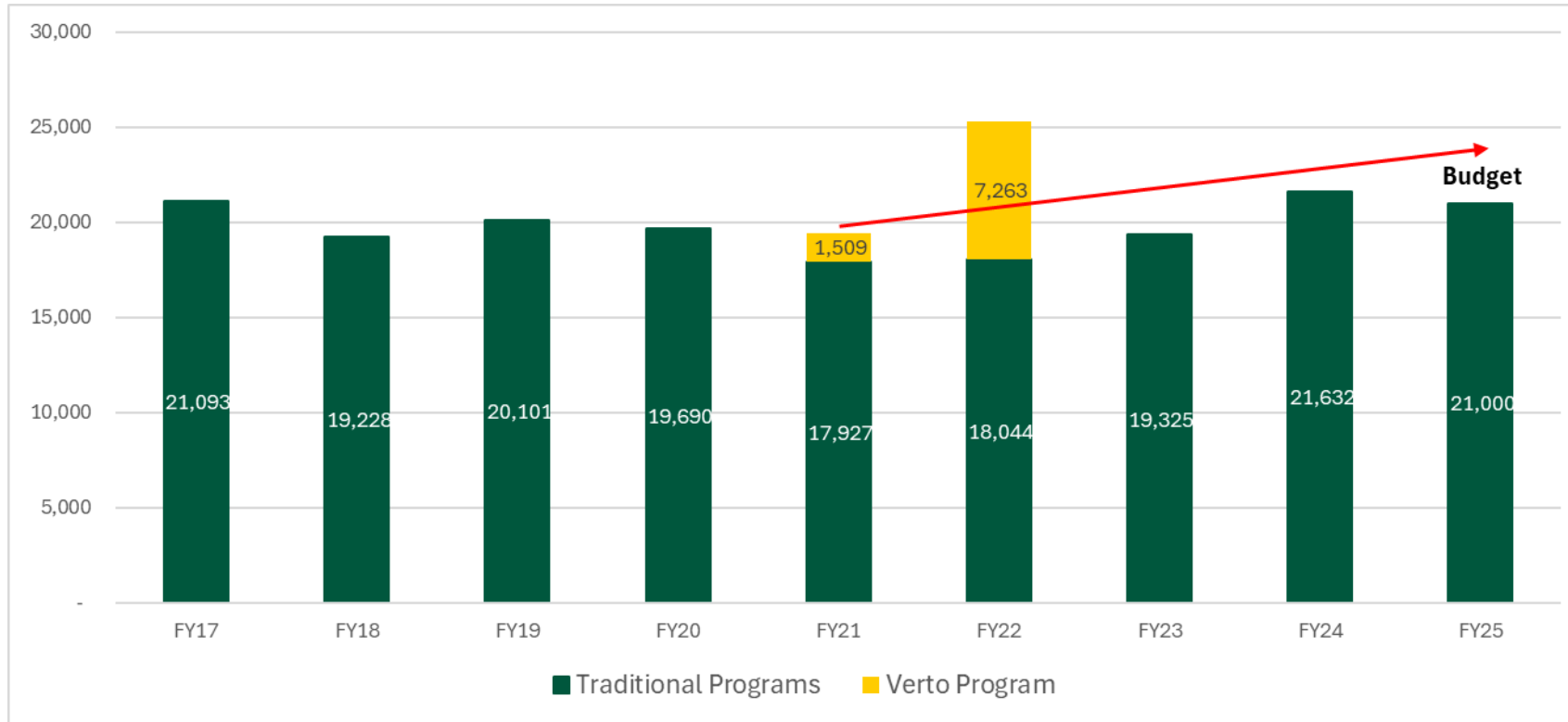
## Per Student Annual Tuition & Fee Totals



**PELL FY25  
\$7,395**



# TRADITIONAL CREDIT HOURS



- Post-pandemic, RBC has rebounded to pre-pandemic enrollment numbers



# RESEARCH / GRANT FUNDING

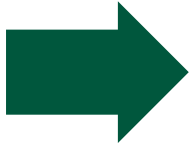
Supplements funding gaps for mission-driven initiatives and innovation

**STEM, Mental Health, Back-on-Track**



Indirect fees cover additional employee and operational costs

**Program Management**



Provides funding resources for experiential learning

**International Education, Faculty Research**

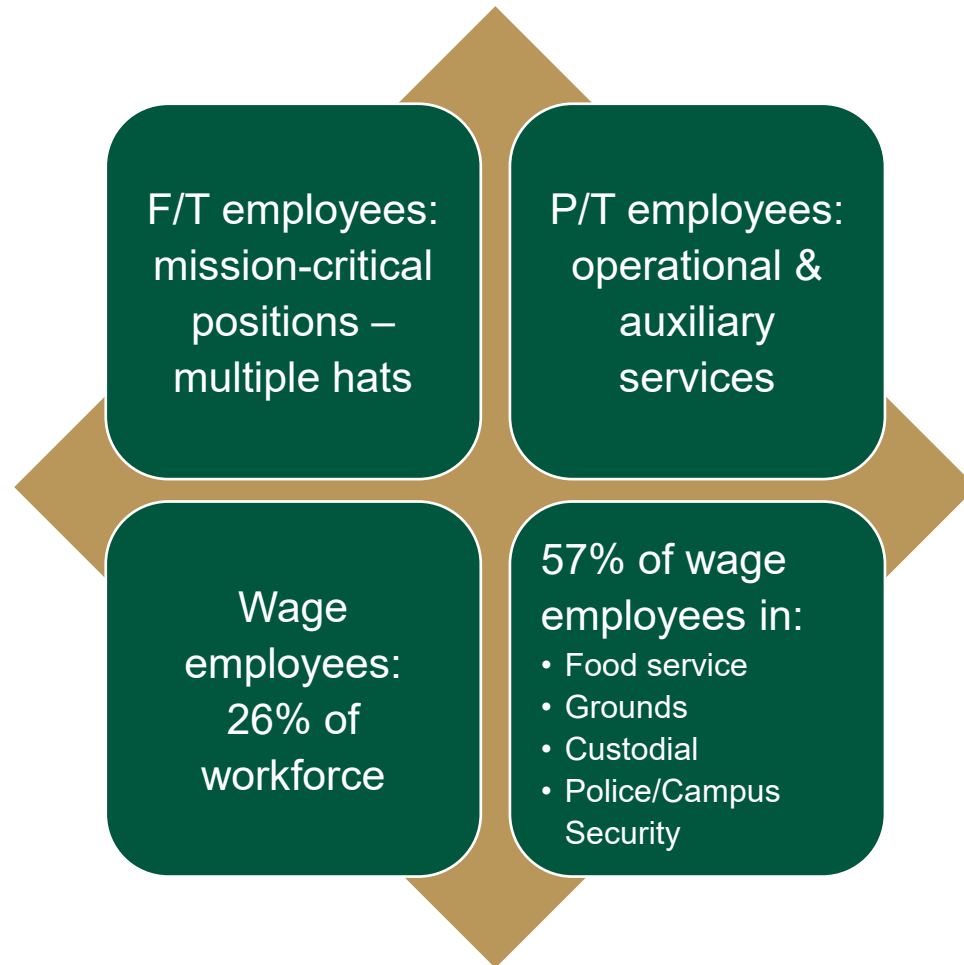


# BUDGET ASSUMPTIONS - EXPENSES

- **Prioritization of mission-critical expenses**
- **Compliance Costs, IT Security, and Cloud-based Technologies**
- **4.1% CPI Inflation & 3% state salary increases**



## Salaries & Wage Inflation



### Proposed Salary Increases

\$100K: RBC's unfunded portion  
of 3% salary increase



# INFLATION/COST MITIGATION STRATEGIES

## Operations & Maintenance

### Additional Expenses

33% Utilities cost increase  
FY22 to FY23

10% Food cost increase FY22 to FY23

\$125K Move to Cloud Hosting

VITA ECOS oversight:  
Time commitment by RBC staff

### Cost Mitigation

Utilization of part-time workforce  
for operations & auxiliaries

In-house dining and retail operations

Utilization of Ellucian Managed  
Services Contract

Tier 1 to Tier 2 move



# FY25 PROPOSED BUDGET

Revenue	FY24 Approved Budget	FY25 Proposed Budget	Change from Prior Year	
			\$ Change	% Change
State General Fund <sup>1</sup>	14,895,787	15,944,525	1,048,739	7%
Tuition and E&G Fees	5,986,834	6,632,909	646,075	11%
Auxiliary Revenue <sup>2</sup>	4,410,211	5,286,521	876,311	20%
Other Revenue <sup>3</sup>	3,326,956	2,193,636	-1,133,320	-34%
<b>Total Revenue</b>	<b>28,619,788</b>	<b>30,057,592</b>	<b>1,437,806</b>	<b>5%</b>

Operating Expenditures	FY24 Approved Budget	FY25 Proposed Budget	Change from Prior Year	
			\$ Change	% Change
<b>Personnel<sup>4</sup></b>				
Instruction	3,852,484	3,926,896	74,412	2%
Research	0	431,172	431,172	
Academic Support	988,348	669,121	-319,227	-32%
Student Services	1,667,116	1,642,270	-24,846	-1%
Institutional Support	5,181,447	5,561,679	247,459	5%
Plant Operations	1,469,644	1,549,821	161,578	12%
Auxiliary Services	847,139	953,994	106,855	13%
Athletics	1,004,962	945,398	-59,564	-6%
Total, Personnel	15,011,140	15,680,351	617,839	4%
Total, Non-Personnel Services	11,541,568	12,031,161	540,966	5%
Financial Aid	2,067,080	2,346,080	279,000	13%
<b>Total Expenditures</b>	<b>28,619,788</b>	<b>30,057,592</b>	<b>1,437,806</b>	<b>5%</b>

<sup>1</sup> Includes Financial Aid.

<sup>2</sup> Represents increases in housing rate & occupancy percentage increase.

<sup>3</sup> To be conservative, current external partnership revenue associated with the lease of Commerce Hall is excluded.

<sup>4</sup> Variances are due to categorization changes based on program expense realignments.



# MARKETING UPDATE



**MR. JESSE VAUGHAN**

Chief Marketing &  
Communications Officer







## RBC MARKETING & COMMUNICATIONS

### Creative Services Group (CSG)

**CSG is an internal advertising agency & production company** created to service Richard Bland College of William & Mary with in-house graphics, commercials, television specials, social media and documentary projects.

CSG leads the college in global media and culture.

## 2024 STRATEGY

- **Focus on students over parents/influencers.**
- **Align media flighting with student application journey**
  - ✓ **Digital heavy approach with multiple touchpoints to reach prospective students, familiarize them with RBC and ultimately apply**
- **Utilize audience research to better understand our target audience and where we can reach them effectively.**



**FREE APPLICATION**

Apply Now!  
[rbc.edu](http://rbc.edu)

 **Richard Bland College**  
of WILLIAM & MARY

The advertisement features a collage of images: a student in a graduation cap, a student in a lab, and a student in a classroom. The background is a teal gradient with a glowing blue light effect. The text is in white and yellow.



# RBC CREATIVE SERVICES GROUP

Connecting Students to Our Richard Bland College of William & Mary Brand

FIND <sup>THE</sup>  
FUTURE  
YOU <sup>AT</sup>  
RBC.EDU



## Our Accomplishments



### ACADEMIC SUPPORT

8 "Come Study With Me" mini-docs created.

[https://www.youtube.com/watch?v=u41OomOYDY4&t=1s`](https://www.youtube.com/watch?v=u41OomOYDY4&t=1s)



### COMMERCIAL CAMPAIGNS

18 commercials completed.

[https://www.youtube.com/watch?v=xpdXgcyqO\\_k](https://www.youtube.com/watch?v=xpdXgcyqO_k)



### INTERNATIONAL STUDENT SUPPORT

iRBC Website completed with 45+ pages.

<https://irbc.rbc.edu>



### CBS6 NEWS PARTNERSHIP

3 days a week on local news.

<https://www.youtube.com/watch?v=6fO6X0p07Io>



### MINI-DOCS

15 completed highlighting programs and RBC initiatives.

<https://www.youtube.com/watch?v=C1NHxJ5auc0>



# RBC MARKETING SUPPORT

## Accomplishment List



### ADMISSIONS & ENROLLMENT SUPPORT

65% increase in social media support.

<https://www.youtube.com/watch?v=6fO6X0p07Io>



### RBC-TV

Aired successfully on local television--CBS6 in the fall with four showings.

<https://www.youtube.com/watch?v=UjUXFCBcuc>



### RBC HOUSING SUPPORT

Cribs commercial campaign contribution helped increase residential housing bookings.

<https://www.youtube.com/watch?v=mVIVsZHX22k>



### MORNING TALK SHOWS

5 Virginia This Morning segments at CBS6 were devoted to promoting RBC.

<https://www.youtube.com/watch?v=Ob5Y0UP3JNw&t=40s>



### ATHLETIC SUPPORT

Statesman Classic Basketball promotional magazine, ESports, Baseball...

<https://www.youtube.com/watch?v=4MCmle9YgW8>



### SUPER BOWL

45% of all televisions tuned in, seeing RBC commercial promotions.

<https://www.youtube.com/watch?v=YT6G50vnTka>





# ADMISSIONS FAIR | APRIL 27

10 AM - 1 PM



Richard Bland College  
of WILLIAM & MARY

[rbc.edu](http://rbc.edu)

## GRAPHIC DESIGN

Connecting Students to Our Richard Bland College of William & Mary Brand

# At a GLANCE

1960 ESTABLISHED AS A DIVISION OF WILLIAM & MARY

24:1 STUDENT TO FACULTY RATIO

76% CLASSES TAUGHT BY FULL-TIME PROFESSORS

71% ADMISSION RATE

2,255 2022 STUDENT POPULATION INCLUDING DUAL ENROLLMENT

\$7M FINANCIAL ASSISTANCE AWARDED IN SCHOLARSHIPS, GRANTS, & LOANS

18,000 ALUMNI WORLDWIDE

**COURSES ACCEPTED** THROUGHOUT THE U.S.

**AFFORDABLE** FOR BOTH RESIDENTIAL & COMMUTER STUDENTS

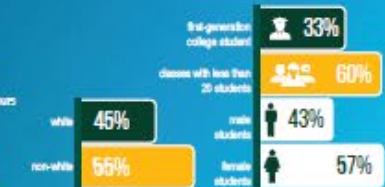
**TRANSFER AGREEMENTS** WITH VIRGINIA COLLEGES & UNIVERSITIES **35+**

**CLUBS & STUDENT ORGANIZATIONS**

**NJCAA DIVISION I & 2 ATHLETICS**

MEN'S BASKETBALL  
MEN'S SOCCER  
MEN'S BASEBALL  
WOMEN'S SOFTBALL  
WOMEN'S BEACH VOLLEYBALL

WOMEN'S VOLLEYBALL  
WOMEN'S BASKETBALL  
WOMEN'S CROSS COUNTRY  
WOMEN'S SOCCER  
WOMEN'S TRACK AND FIELD



VIRGINIA'S LARGEST & OLDEST PECAN GROVE

IRBC.RBC.EDU



## iRBC International Student Success Program

Richard Bland College of William & Mary

**ADMISSIONS**

11301 Johnson Road, South Prince George, VA 23805

(804) 862-6249

irbc@rbc.edu

WELCOME TO RBC VIDEO |

APPLY TO iRBC | irbc.rbc.edu



**GET STARTED TODAY!**

GO TO OUR WEBSITE

APPLY NOW

IRBC.RBC.EDU

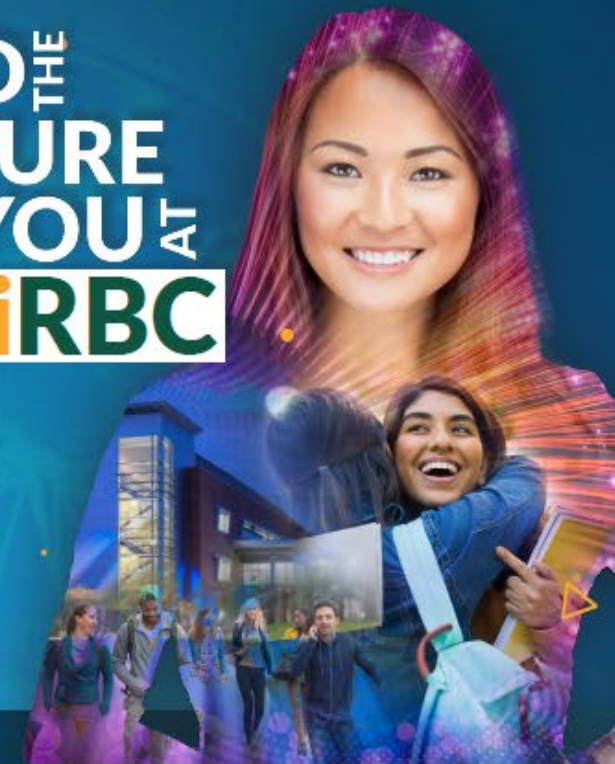
# Quick Guide

## iRBC International Student Success Program

Richard Bland College of William & Mary

# FIND THE FUTURE YOU WANT AT iRBC

Apply Now



# GRAPHIC DESIGN

Connecting Students to Our Richard Bland College of William & Mary Brand



# ENROLLMENT UPDATE



**MR. JUSTIN MAY**

Chief Enrollment Management  
Officer





# FORCES THAT SHAPE ENROLLMENT



## Demographic Decline

-12% decline in number of 18 yr. olds, 2025-2030



## College Going Rates

32% of 18-24 yr. olds that don't attend college



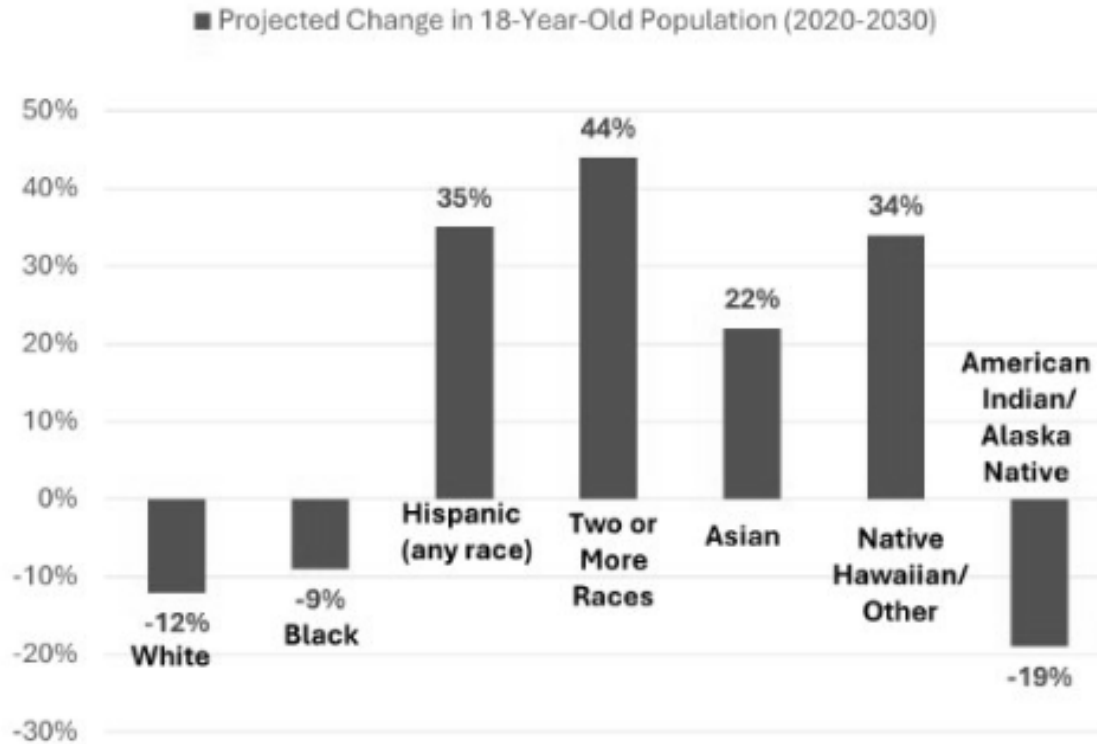
## Market Share

63% of changes are explained by market share



# DEMOGRAPHICS

## VA Population Changes



**How Demographic Change Affects the Pool of Potential Students in Virginia**  
 Historical and Projected Population of 18-Year-Olds in Virginia



# OVERCOMING CHALLENGES - DEMOGRAPHICS

- **Emphasis on Ignored Territories**
- **Focus on Growing Segments**
  - First-generation & adult market
- **Targeted Outreach**
- **Diversify Program Offerings**

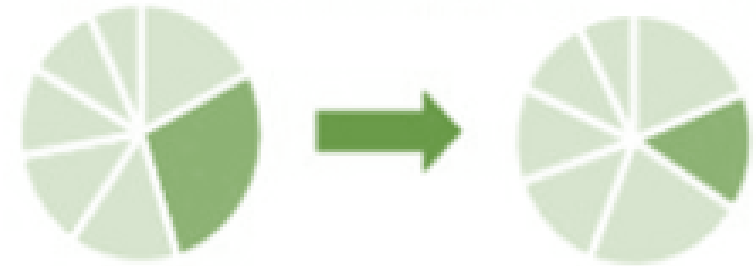


# MARKET SHARE

- **Market Share - Almost Twice The Impact on Enrollments vs. Demographics**
- **Shrinking due to outside competitors**

## Market Share

Your institution's share of total students



**63%**

Of enrollment change (up or down) across all public and private 4-years driven by market share.



# OVERCOMING CHALLENGES – MARKET SHARE

**Expanded reach to NOVA, NN, VB,  
Chesapeake, Washington D.C.**

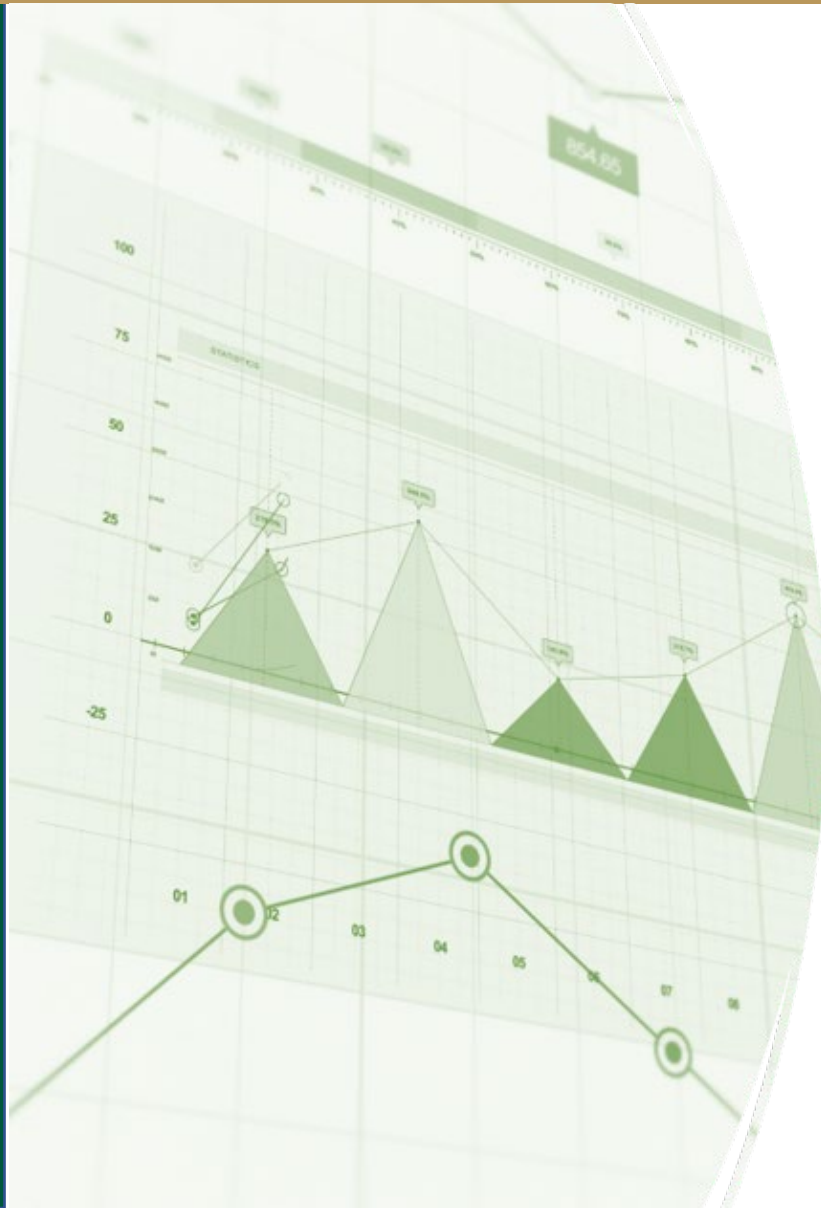
**Marketing to complement on-ground efforts:  
raise awareness and educate**

**Increase perceived value**

**Increase action through pipeline**

**Position RBC strengths against common  
frustrations:**

- **Affordability, Transferability, Flexibility**



**Increasing among first-generation households**

**Projected to increase from 35% to 42% due to:**

- **Available substitutes**
- **Non college ready youth**
- **Perception of an ROI decreases**



**But Most are Open to College**

**5.8M**

*Not attending because:*

- ▶ "Working full-time"
- ▶ "Disruption/uncertainty from the pandemic"
- ▶ "Couldn't afford it"
- ▶ "Don't know what to study"



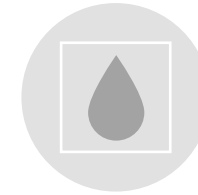
# OVERCOMING CHALLENGES - NONCONSUMPTION



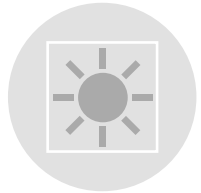
Direct-to-Enrollment



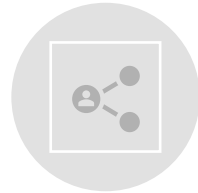
Non-college ready youth:  
Summer remediation



Build perceived value



Summer Contact Strategy



Re-recruit students post  
term start (National  
Clearinghouse)



Reduce friction throughout  
process



High frequency contact  
strategy and segment specific  
communication



Paralysis due to choices.  
Don't want to make the  
wrong decision so they make  
no decision



# LAB SCHOOL UPDATE



**DR. KIMBERLY BOYD**  
Vice President and Chief  
Research & Innovation Officer





# iRBC OBJECTIVES

- **Cultivate interest in RBC to assist with building a strong pipeline of international students through the iRBC program.**
- **Develop a strong onboarding and enrichment program to expand critical thinking skills and improve recruitment and retention, academic performance, and graduation rates.**
- **Enhance iRBC interdisciplinary collaborations to provide opportunities for community based experiential learning, cultural understanding, team-based interprofessional training and engagements.**



# RBC LAB SCHOOL

**Globe Academy will engineer pathways to excellence in STEAM<sup>h</sup> education for students who will remain enrolled in their home school divisions and will engage in unique STEAM<sup>h</sup> experiences and hands-on research at RBC:**

- **STEM - Physics, Chemistry, Biology, Psychology,**
- **Advanced Manufacturing**
- **Art – vision planning, creativity and innovation**
- **Health – health promotion, disease prevention and healthcare.**



# ACADEMIC AFFAIRS



**DR. TIFFANY BIRDSONG**

Chief Academic Officer



# ACADEMIC AFFAIRS AND STUDENT EXPERIENCE



**DR. ERIC MILLER**

Associate Professor of Biology



# ALTERNATIVE SPRING BREAK 2024

**ARE YOU INTERESTED IN  
EXPLORING SAVANNAH, GA?**

**WANT TO ENGAGE IN SERVICE  
AND LEARN MORE ABOUT THE  
CULTURE AND ECOSYSTEMS OF  
SAVANNAH, GA?**

JOIN US FOR AN  
**ALTERNATIVE  
SPRING BREAK**  
INTEREST MEETING

THURSDAY FEBRUARY 8TH  
ERNST AUDITORIUM  
3:30 - 4:30 PM

REACH OUT TO ERIC MILLER  
WITH ANY QUESTIONS AT  
EMILLER@RBC.EDU



## Savannah and Tybee Island, Georgia









### WESLEY CHAPEL TRINITY

In 1812 The Methodist Church in Savannah formally established with the founding of Chapel at Lincoln & Oglethorpe Streets. Francis Asbury dedicated that building. In 1848 the congregation built a new church on Teal Square. Since the Methodist Centennial of 1884, Trinity has been recognized as the Mother Church of Savannah Methodism. In 1968 the General Commission on Archives and History expanded the National Historic Landmark to include Wesley Chapel/Trinity, thereby celebrating the permanent return of the Wesleyan Spirit to John Wesley's American Parish.

PRESENTED BY THE BOARD OF ARCHIVES AND HISTORY  
SAVANNAH, GEORGIA



# GOVERNMENT AFFAIRS UPDATE



**MR. JEFF PALMORE**

Capital Square Strategies, LLC  
Principal





**MR. ERIC KONDZIELAWA**

Chief Operating Officer





PARSONS CAFE

THE GORGE







# FACULTY & STUDENT REPORTS



**DR. DANIEL FRANKE**

BOV Faculty Representative

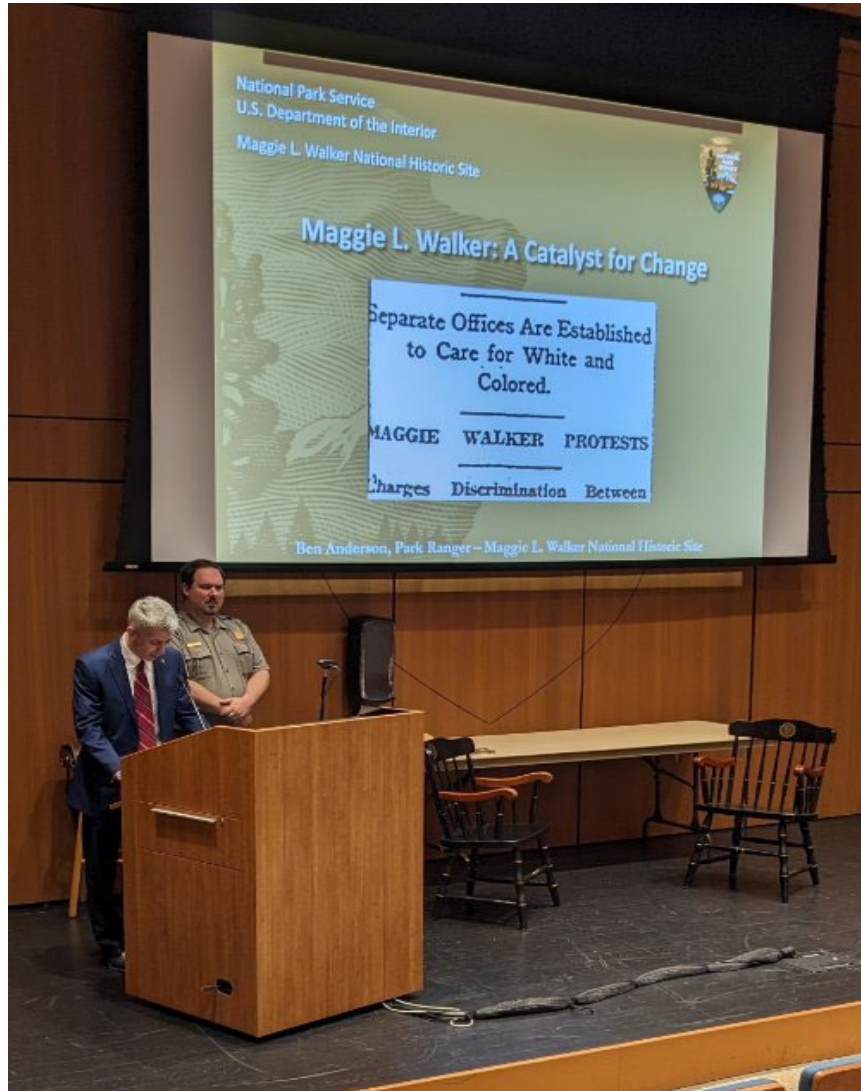


**MS. KYLIE MCCOY**

BOV Student Representative



# 2024 RBC SPRING BREAK EVENTS





REFLECTIONS: MEMBERS OF 2024 GRADUATING  
CLASS



Michael Mason



Kylie McCoy



Sarah Heath



QUESTIONS?



Richard Bland College  
of WILLIAM & MARY



Richard Bland College  
*of* WILLIAM & MARY

---

**Thank you**