

**RICHARD BLAND COLLEGE  
UPDATED 2020-2025 STRATEGIC PLAN**

**WHEREAS**, in February, 2020, the Board of Visitors approved the Richard Bland College (“the College”) 2020-2025 strategic plan entitled *Seize Your Potential*;

**WHEREAS**, the 2020-2025 strategic plan involved a comprehensive planning process that included extensive input from stakeholders, including faculty, staff, students, partners and members of the community, and thoroughly analyzed historical information, performance metrics, pertinent industry data, current environmental conditions and forecasted future trends;

**WHEREAS**, the 2020-2025 strategic plan contains well-defined core values, goals, objectives, and performance indicators that have provided focus and direction for the future success of the College;

**WHEREAS**, since 2020, General Assembly has enacted budget bills which have encouraged Richard Bland College to 1) broker and establish collaborative, innovative partnership agreements to strengthen and streamline educational pathways that prepare individuals for entry into STEM-H and other high demand careers; 2) identify and implement new strategies to support economic and community development; 3) expand opportunities for traditional and non-traditional students to prepare for high-demand fields; 4) identify opportunities for resource sharing and new operational efficiencies in the delivery of postsecondary education and pursue additional funding; and 5) support collaborative, innovative approaches to education that improve educational access and outcomes, strengthen the alignment between postsecondary education and high-demand career pathways and support improved educational attainment, economic opportunity, and economic development; and

**WHEREAS**, the Richard Bland College administration has updated the 2020-2025 strategic plan to incorporate those goals and objectives contained in General Assembly budget bills;

**NOW THEREFORE, BE IT RESOLVED**, That upon recommendation of the President of Richard Bland College, the William & Mary Board of Visitors approves the updated 2020-2025 strategic plan, *Seize Your Potential*, for Richard Bland College.

**Strategic Goal: An educational product of high-value with streamlined pathways**

Richard Bland College will provide access to educational programs that are streamlined and well-defined, thereby allowing learners to proceed deliberately and efficiently. These programs will be carefully vetted for transferability, academic rigor, and relevance to the current market. [They will strengthen educational pathways for traditional and non-traditional students through the continued establishment and strengthening of cross-institutional and cross-sector partnerships.](#) ~~They~~ [These programs](#) will provide unique experiences, including opportunities for research, internships and work experiences that cultivate in-demand technical and soft skills [and promote entry into high-demand fields and industries critical to the economic development of Virginia.](#)

**Strategic Goal: An unmatched student experience**

Richard Bland College will provide a student-centric experience unlike any other in the Commonwealth of Virginia [through the development and delivery of new collaborative educational pathways and innovative educational models that —focus on distance learning, technology-based instruction, prior learning assessments, experiential and work-based learning, stackable credentials, and competency-based programs.](#) [This focus, combined with increased faculty research opportunities and resultant greater faculty engagement, will propel students toward success in STEM-H and other high-demand credentials and careers.](#) Support and guidance at every stage of the student lifecycle will be provided enthusiastically through user-friendly processes and procedures. We will remove barriers. Through this focused service, RBC will ensure that learners have a clear path to graduation, transfer and beyond. When students reflect back on their time at RBC, the only acceptable memory will be how amazing the experience was and how it helped them to reach their potential.

**Strategic Goal: Sustainability in operation**

Higher education costs are increasing, and unfunded mandates are multiplying while state funds and the number of high school graduates continue to decline. This results in a dependency on tuition and auxiliary revenue to cover expenses. To prevent unduly shifting the financial burden to students, RBC is committed to identifying alternative funding streams, improving internal financial management tools, and using all available resources in a sustainable and responsible manner.

To ensure a more robust endowment, philanthropic giving and alumni engagement will be invigorated with a focus on student success. Current trends in fundraising highlight interest in one-to-one giving, making appeals for more and varied scholarships a smart strategy. Leveraging the gift of alumni time and talent for program development, internship support, and job placement builds relationships and creates support systems beyond financial gifts. To ensure clarity of goals, targeted giving and legacy campaigns will be established.

RBC has ample opportunity to innovate internally. Automating systems will free up staff to manage more strategically important challenges. Expansion of data dashboards that are transparent and adaptable will clarify expectations and push accountability to drive continuous improvement.

Making the most of every available resource is paramount [as the College emerges as a new model for higher education in Virginia.](#) [This hybrid model will strategically utilize private partnerships and dormant public assets to produce job-relevant academic programming and credentials.](#) ↗ We will pursue initiatives in environmental sustainability and recycling. Lower operating costs result in more funds that can be applied to the student value proposition. [Richard Bland College is committed to delivering a better return on investment for its students and the Commonwealth.](#)

These are the tenets that will drive the resource engine at Richard Bland College.

The following strategic objectives have been crafted to ensure that the **student value proposition** is well developed and the Core Promise is kept.

- Construct and/or update programs that prepare learners for entry into employment or further education in fields of economic importance to the RBC service area. It is crucially important that these programs are clearly documented and presented in a user-friendly manner with well-defined course sequences, critical milestone points, and available targeted opportunities.
- Refine recruitment and admissions processes so that they are clearly presented, easy to follow, and keep prospective students accurately informed of requirements and next steps. Onboarding should be effortless and will: a) expose the student to career/transfer opportunities that inform and inspire pathway decisions; b) develop individualized, comprehensive program plans based on the chosen pathway; and c) remove all barriers to starting the education process.
- Tell the story of Richard Bland College and our student value proposition through: a) a targeted, future-sighted strategic enrollment management plan; b) well prepared and executed marketing strategies that spread awareness and effectively develop the RBC brand; c) communication strategies announcing the success of faculty, staff, and students; and d) focused engagement with partners and the community that demonstrates our contribution to the local municipalities and the Commonwealth.
- ~~Tell the story of Richard Bland College and our student value proposition through: a) a targeted, future-sighted strategic enrollment management plan; b) well prepared and executed marketing strategies that spread awareness and effectively develop the RBC brand; c) communication strategies announcing the success of faculty, staff and students; d) focused engagement with partners and the community that demonstrates our contribution to the local municipalities and the Commonwealth.~~
- Initiate partnerships with high schools that provide college-level credit and/or motivate and prepare students for college-level coursework. Create programs that provide support for underprepared students in college-level math, English and key gateway courses that are intrinsic to a majority of program pathways.
- Develop/improve the processes and tools that support the students during their educational journey at RBC. Progress and risk alerts should be accurate and provide information that can be used for just-in-time interventions by students, ~~faculty~~ faculty, and staff.
- Continue to develop and fine-tune college-wide assessment systems and reporting mechanisms to
  - stimulate a culture of continuous improvement in all academic and administrative areas.
- Using institutional assessment results, create targeted professional development opportunities for
  - faculty and staff that improve the quality of the RBC student value proposition and the job

satisfaction of all employees. Develop processes and programs that ensure equity, reward excellent performance and encourage engagement.

- Evaluate and redesign administrative processes, particularly those that have a direct impact on the student to provide the smoothest, most user-friendly experience possible. Barriers to every facet of the educational system will be removed. Course registration, engagement in events and activities, housing and dining plan enrollment, and bill processing and payment, for example, will be easy and seamless.
- Evaluate and improve operational processes to ensure the effective use of fiscal, physical, and human resources in support of the student value proposition. Available monitoring, notification and reporting mechanisms to ensure transparency and accountability are crucial. Processes that ensure adherence to local, ~~state~~ state, and federal compliance requirements institution-wide will mitigate unnecessary risk.
- Ensure that students have various opportunities to participate in experiential learning activities including internships, service learning, job placements and other similar programs that are deeply embedded in the curriculum. The chance for a student to receive financial relief from tuition and other educational costs must always be top of mind. Assessment of effectiveness is paramount.
- Develop high-quality, practical learning spaces, both physical and virtual, that support innovative, effective learning through cutting-edge instructional technologies, ~~and~~ pedagogies, and diverse research initiatives focused on academic endeavors designed to develop strong research agendas, local, regional, and global partnerships; and implementation of research grants and contracts.
- Increase non-tuition revenue streams through: a) efficient practices and projects that sustain campus resources and promote environmental stewardship; b) the aggressive pursuit of grant-based funding; c) identification of new or improved auxiliary revenue streams; and d) a deeply engaged partnership with the RBC Foundation for guidance and support in fundraising campaigns, community initiatives and alumni relationships.
- Institute or expand processes, policies and activities that cultivate a campus environment where physical, ~~psychological~~ psychological, and cultural safety and health are of the highest priority.
- Produce initiatives and curriculum that promote global thinking and perspectives to expand problem-solving capacity; develop communication skills; and encourage cultural awareness, understanding and mutual tolerance.
- Engage in efficient practices and projects that sustain campus resources and promote environmental stewardship.

#### New Strategic Objective:

- Leverage the College's underutilized resources to broker agreements between and among educational, industry, and non-profit partners to:

- a) establish collaborative, innovative partnership agreements with school districts, public and private colleges and universities, economic development agencies, employers, philanthropic organizations, ~~veterans~~veterans' organizations, public agencies, and other partners;
  - b) strengthen the alignment and streamline educational pathways from high school, to work-based learning, to postsecondary degrees and credentials that prepare individuals, including nontraditional students and veterans, for entry into STEM-H and other high-demand careers in the Commonwealth;
  - c) pursue additional funding by federal, state, corporate, and private philanthropic sources to support collaborative, innovative approaches to education that improve educational access and outcomes; and
  - d) support improved educational attainment, economic opportunity, and economic development.
-