



Richard Bland College

of WILLIAM & MARY

Office of the President

2022-2023 Priority Goals

Advancing a New Model of Higher Education

August 24, 2022

1. Advance RBC's transition as a new model of higher education
 - a. Prepare project plan to pilot VSU-RBC Joint School for Technical & Professional Studies
 - b. Prepare project plan to pilot University Center
 - c. Secure necessary board and state approvals to launch DroneUp training site
 - d. Secure board approvals for Innovation Park (working title) Master Plan
 - e. Secure necessary board and state approvals to bring tenants to Innovation Park
 - f. Engage an expert external partner to develop a plan on the steps necessary to complete the transition to new model, which will be submitted to state by 11/1
2. Continue to build financial strength and sustainability
 - a. Initiate debt collection initiative through Shared Services Consortium
 - b. Reach or exceed industry metrics for financial health
 - i. Maintain Current Ratio at level 1 or above (currently 1.77)
 - ii. Target Composite Financial Index at level 3 or above (currently 2.1)
 - c. Add new revenue streams and grow auxiliary revenue
 - i. Reach housing capacity by adding <100 VSU residents - \$900,000
 - ii. DroneUp Training Center - \$700,000
 - iii. Grants and sponsored programs - \$200,000
 - d. Utilize RBC Foundation or other 501(c)(3) to manage Innovation Park
3. Strategic Enrollment Management
 - a. Achieve FY23 SEM goals
 - i. Reach or exceed 17,800 credit hours
 - ii. Reach or exceed 350 residential students
 - b. Add new credentials and micro-credentials to expand academic portfolio options
 - c. Increase retention through Guided Pathways to Success program
 - d. Explore dual student admission with VSU for Joint School and University Center students
 - e. Increase number of international students – Navitas/GSSP
4. Inclusive Excellence
 - a. Revise Inclusive Excellence Plan in accordance with updated Commonwealth standards and equitable data measurements
 - b. Investigate strategic name change
 - c. Complete student leader JEDI (justice, equity, diversity, and inclusion) training