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Name	Status	Current Value	Last Comment
Assess and develop strategic partnerships to provide students access to seamless online baccalaureate degrees in high-demand fields that lead to high-paying jobs in Virginia	In Motion	25%	Dr. Ann Ifekwunigwe was hired to lead the University Center at Richard Bland College and began her role 8.10.22. The College will offer RBC University Center Scholars seamless pathways to successful attainment of baccalaureate degrees through established partnerships with VSU and VWU. RBC University Center Scholars will be able to complete their associate degree at RBC and then remain on the RBC campus for at least one additional year (VWU = 1 year; VSU = 2 years). Through Guided Pathways for Success (GPS@RBC), RBC University Center Scholars will receive ongoing, specialized support from Student Success Coaches, both at RBC and their chosen university. As the partnership grows, all lower division and upper division courses in the students' selected majors will be offered at RBC. RBC faculty (who hold the requisite SACSCOC academic credentials) will be given priority staffing consideration for courses offered on the RBC campus. RBC University Center Scholars will participate in monthly social and community building activities at RBC and their chosen university. The RBC Student Ambassador and Recruitment Team will promote RBC's University Center on campus and at high schools in the surrounding community. Student Ambassadors will be paid Work Study positions (minimum wage @\$11 per hour).
FAME	In Motion	81%	The first cohort has 6 returning students who have started their second year. The second cohort includes 10 students who have started their first year. The Central VA FAME Chapter currently has 13 industry partners with plans to expand to 20 industry partners by the start of AY24.
Drone Up	In Motion	50%	DroneUp is currently in the process of training its trainers on the RBC campus with expected plans to welcome the first cohort of trainees in October 2022. A team of RBC and DroneUp employees has completed the crosswalk for coursework leading to certificate and AS degree options. The program-specific courses will be reviewed via the College's shared governance process during the Fall 2022 semester.
RBC/VSU Technical and Professional School	In Motion	10%	Dr. Stacy Edwards has been hired to head the Joint School. Dr. Edwards is focused on identifying programs and credentials that align with 21st Century technical jobs outlined in Huron Consulting's report. Preliminary focus is on reviving RBC's logistics certificate program utilizing VSU adjunct faculty.
Dual Enrollment Program	In Motion	1565	Deliver 5% increase YOY in dual enrollment headcount over 5 year period with a focus on increasing offerings to local school districts and increasing homeschool enrollment. FY22 enrollment = 1565. FY27 enrollment is projected to be 1921.
Experiential Learning Grants	In Motion	100%	The FAME program, via support from the Cameron Foundation and GO Virginia grants, has added its second cohort of students. The FAME program structure will be used as a template to develop additional work-based learning programs and initiatives. Dr. Eric Miller received a grant from the Virginia Outdoors Foundation to fund experiential student field trips to West Virginia.
Strategic Enrollment Management	In Motion	3%	The Office of Enrollment Management has compiled a number of strategies and tactics to align with Huron's report to establish FY23-FY28 total credit hour targets. A primary goal of the admissions team is to re-establish dormant relationships at our top feeder schools surrounding RBC within a 45-mile radius. We have set a high frequency of visits (7) for our top-tier schools to ensure familiarity and ease of access to school counselors and prospective students. The first three high school visits occurred the week of September 6th. Over the years, enrollment has trickled as the focus shifted to recruiting students beyond our traditional radius. The emphasis on recruiting students within a 45-mile radius allows us to compete on price. RBC remains one of the most affordable colleges in VA. Over the next ten years, high school populations in our region are expected to drop by 5%. To offset the population decline, we will need to attract more first-generation students and students from rural populations. Many male students are falling out of traditional education due to increased alternative educational options. Certifications, workforce training, and trades have grown in popularity among male students due to the overall investment, time to graduation, and high pay within these industries. Expanding our programmatic offerings to include STEM-related degrees and micro-credentials, specifically degrees in computer science and engineering, will create a new segment of students we can attract. Another area of focus for recruitment is the homeschool population. The homeschool population has experienced a 40% increase in participation since 2019. We recently partnered with HEAV (Homeschool Educators Association of VA.) to offer dual enrollment courses to their constituents.

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External Advertising - FY23	In Motion	25%	Advertising campaigns are in motion and/or planned to support the strategic enrollment management plan for the remainder of FY23 to drive enrollment for Spring 2023 and Fall 2023 enrollment. In addition, marketing plans are in motion and/or planned in support of RBC special events including the RBC Foundation golf tournament and Pecan Festival.
Support quality enhancement of instruction in hybrid and online course offerings	In Motion	60%	All faculty were offered the opportunity to participate in Duke University's certificate for online learning with approximately 60% of faculty attending.
Develop and implement virtual Library Services services	In Motion	50%	The library has introduced various virtual services to support RBC's shift to online learning including Request & Retrieve (contactless physical material request and pick-up service), digitization of popular materials (specifically course reserves), online reference appointments and Zoom instructional sessions, an asynchronous Canvas module present in ESE courses (and available to any faculty who would like to add to their classes).
Director of Academics Reorganization	Achieved	100%	All student support services to include student success, ADA, library, counseling, residence life, and athletics, all report through the Director of Academics. This structure will ensure that the cross-functional positions work together to provide best in class student support services.
Navitas Return to Campus	In Motion	26%	With the easing of international travel restrictions, RBC welcomed 26 international students to campus at the beginning of the Fall 2022 semester. RBC will be working with our international partner, Navitas, to focus on brand awareness in international markets post-COVID. Navitas will be diversifying its outreach to include Latin America, Europe, and Asia as part of the strategy to grow international student enrollment over the next five years to 100+ new students by Fall 2026. International students were consciously integrated with domestic students in residence halls beginning in Fall 2022 to promote global thinking throughout the RBC student population.
Strengthen and improve HR Department	In Motion	13%	HR consultant is completing its assessment of current HR state with a due date in late October 2022. A project plan will be developed with relevant metrics based on consultant's findings.
IT Department Operations Transition	In Motion	13%	Ellucian is completing its assessment of current IT state with a due date in late October 2022. A project plan will be developed with relevant metrics based on Ellucian's findings.
Drone Up/Master Plan/P3IP	In Motion	38%	Temporary facility construction completed by 9/1/2022. Drone up startup to begin mid-September 2022 with "train the trainer" training followed by arrival of first cohort in October 2022. Timmons site evaluation for Tier 4 upgrade in progress. Once wetland delineation is complete by Timmons, RRMM will start the Master Plan. The Master Plan is the first step in the development of P3IP project. Working with development team to continue to develop the P3IP.
McNeer Hall Roof Repair	In Motion	75%	Roof repair is in progress.
Statesman Hall HVAC Repair	In Motion	40%	In process of securing funding source.
Academic Innovation Center	In Motion	5%	Construction began 8/1 with expected completion date of March 2024.
Residence Hall Renovation for AY23	Achieved	100.00%	Work completed prior to start of Fall 2022 semester