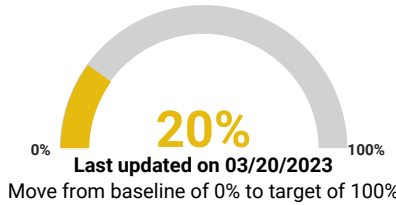


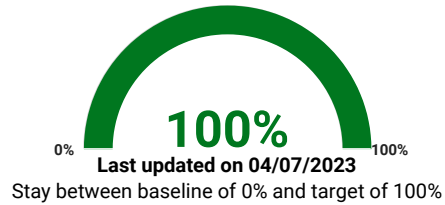
Richard Bland College 2022-2023 Priority Goals: Advancing a New Model of Higher Education

Goal 1: Advance RBC's transition as a new model of higher education

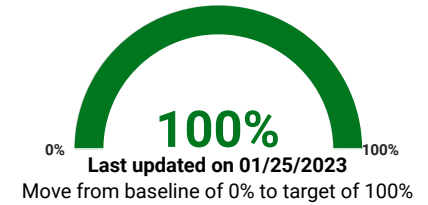
RBC/VSU Technical and Professional School ...



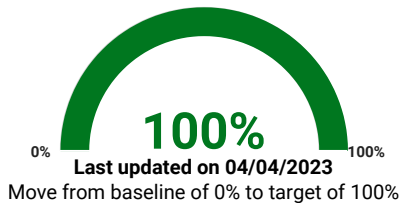
University Center ...



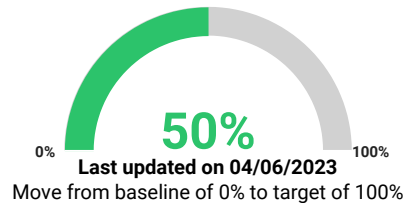
Launch DroneUp Temporary Training Center ...



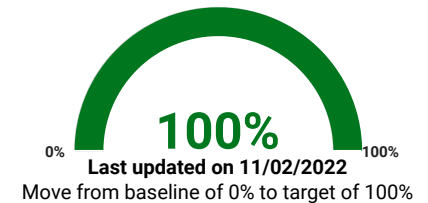
BOV Approval of Innovation Park Master Plan ...



Approvals to Bring Tenants to Innovation Park ...

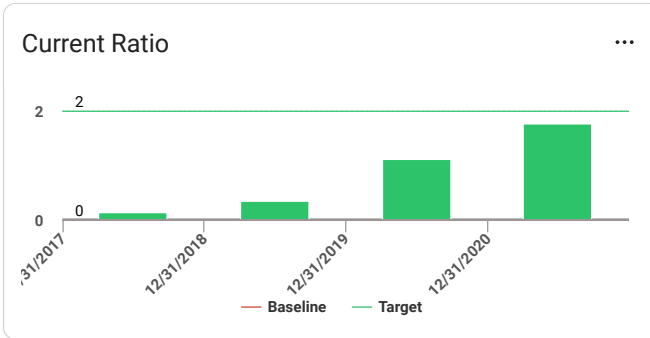


Development of Transition Plan ...



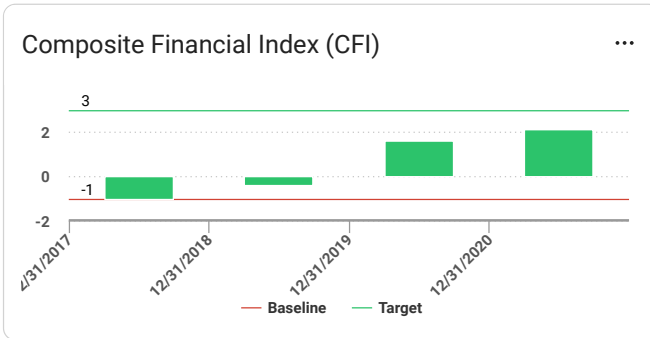
Goal 2: Continue to build financial strength and sustainability

Reach or exceed industry metrics for financial health



Maintain Current Ratio at level 1 or above ...

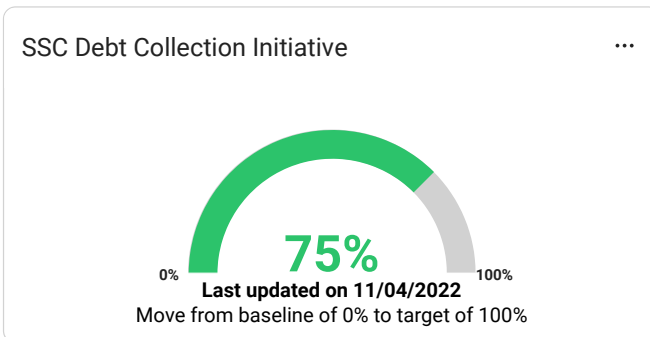
FY18: 0.14
 FY19: 0.36
 FY20: 1.13
 FY21: 1.77
 FY22: N/A



Target CFI at level 3 or above ...

FY18: -1.0
 FY19: -0.4
 FY20: 1.6
 FY21: 2.1
 FY22: N/A

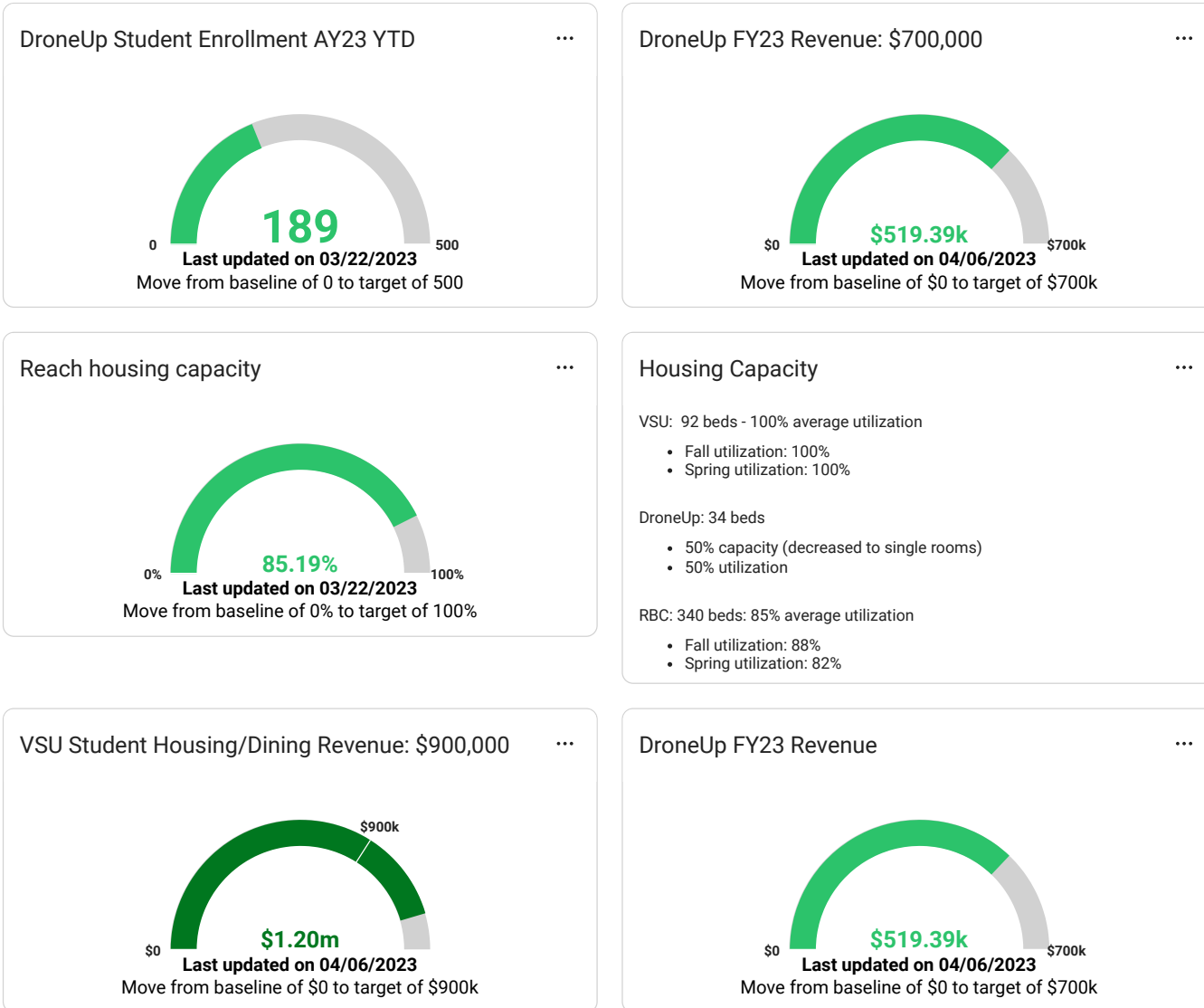
Initiate debt collection initiative through Shared Services Consortium



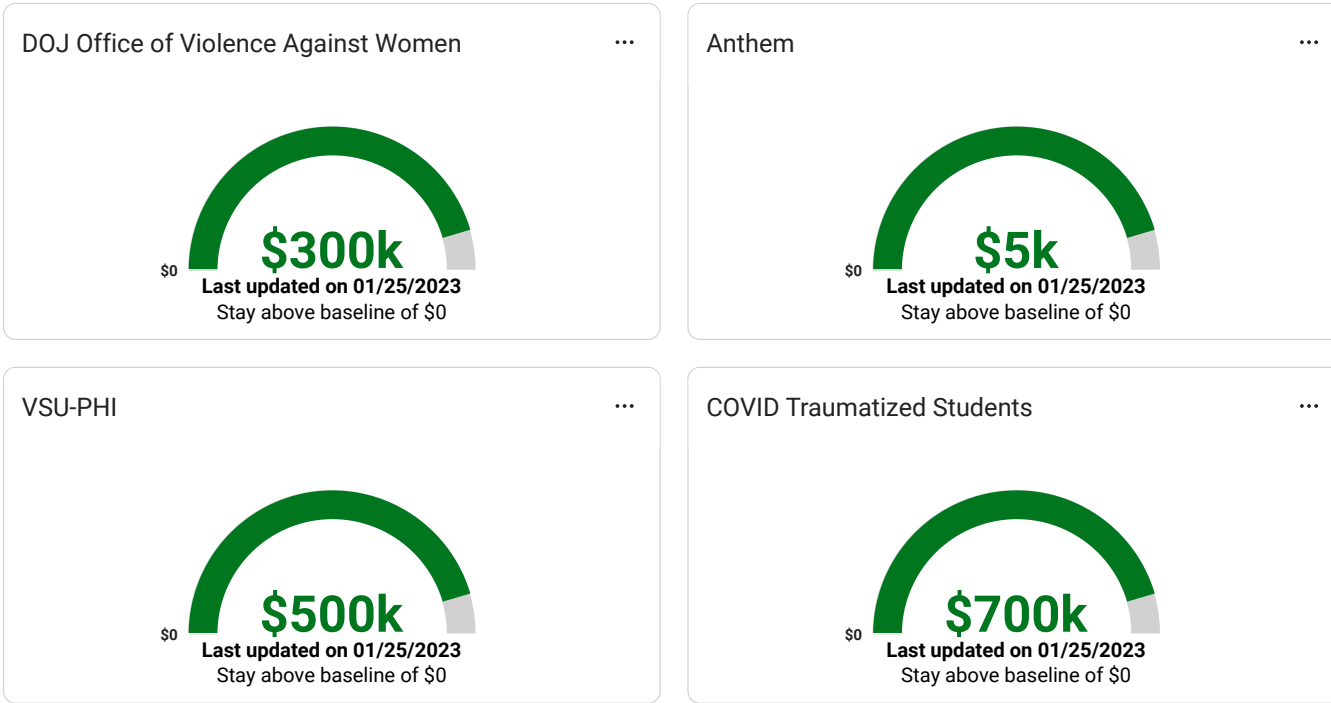
Shared Services Consortium Debt Collection ...

SSC began collections for RBC. 5 additional higher education partners stand ready to be added to the consortium.

Add new revenue streams and grow auxiliary revenue



Grants and Sponsored Programs - \$200,000

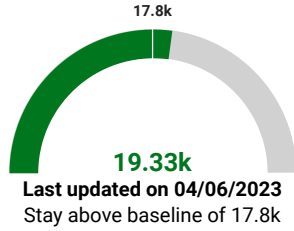


Utilize RBC Foundation or other 501(c)(3) to manage Innovation Park - not started, pending Foundation Board approval at April 2023 meeting

Goal 3: Strategic Enrollment Management

Achieve FY23 SEM goals

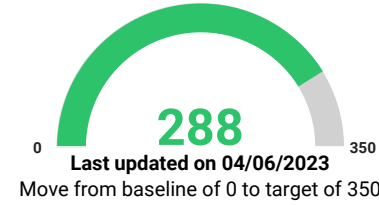
Reach or exceed 17,800 credit hours



AY23 Credit Hours

Fall 2022: 10,582 (net after add/drop period)
Spring 2023: 8,743 (net after add/drop period)
Total: 19,325

Reach or exceed 350 residential students

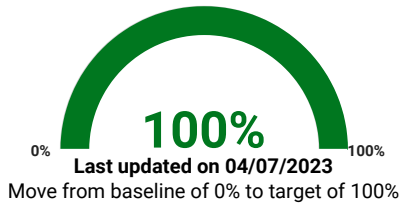


AY23 Residential S...

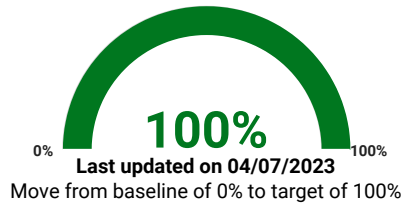
Fall 2022: 298 residential students
Spring 2023: 278 residential students
AY23 Average: 288 residential students

Add new credentials and micro-credentials to expand academic portfolio options - approve through RBC shared governance process

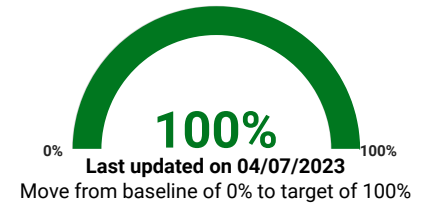
Uncrewed Aerial Systems Certificate



Manufacturing Technician Certificate

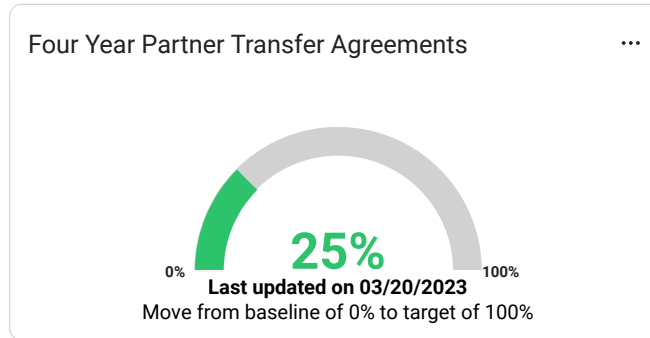
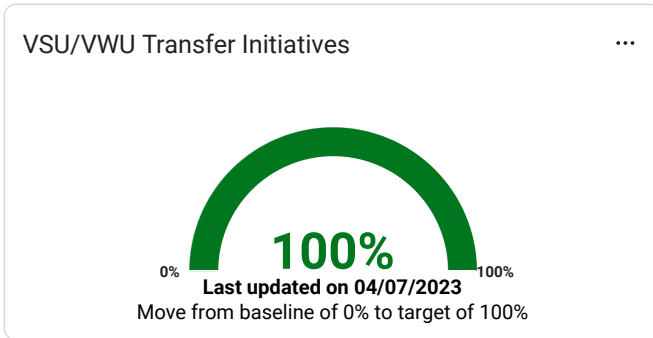
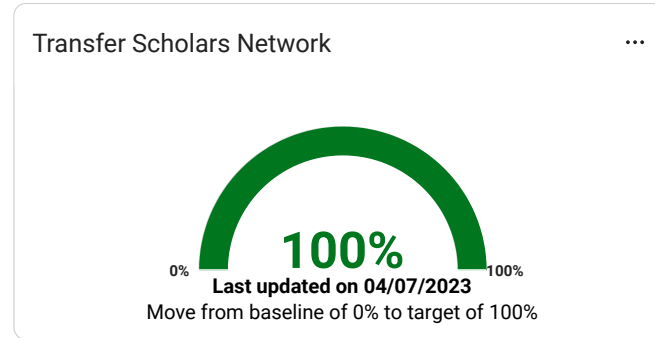
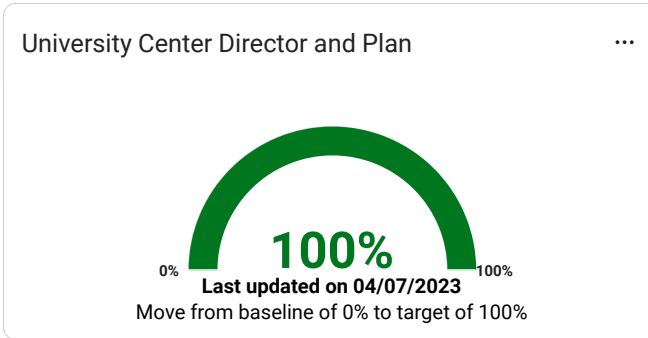


AS-Adv Mfg Eng Tech



Explore dual student admission with VSU for Joint School and University Center students - not started

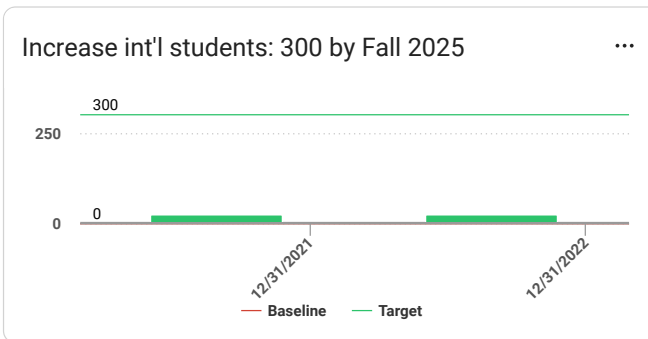
Increase retention through Guided Pathways to Success Program



Four Year Transfer Agreements ...

40+ transfer agreements in place.
25% have been reviewed this academic year and updated accordingly.

Increase number of international students through Navitas/GSSP - 300 students by Fall 2025



International Student Population ...

Exceed pre-COVID international student population.

Fall 2019: 53
Fall 2020: 26
Fall 2021: 24
Fall 2022: 26

Goal 4: Inclusive Excellence

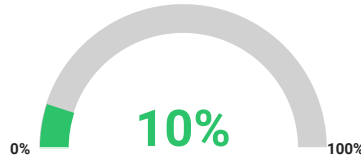
Revise Inclusive Excellence Plan



Last updated on 04/06/2023

Stay between baseline of 0% and target of 100%

Investigate strategic name change



Last updated on 04/06/2023

Stay between baseline of 0% and target of 100%

Student Leader JEDI training



Last updated on 04/07/2023

Stay between baseline of 0% and target of 100%