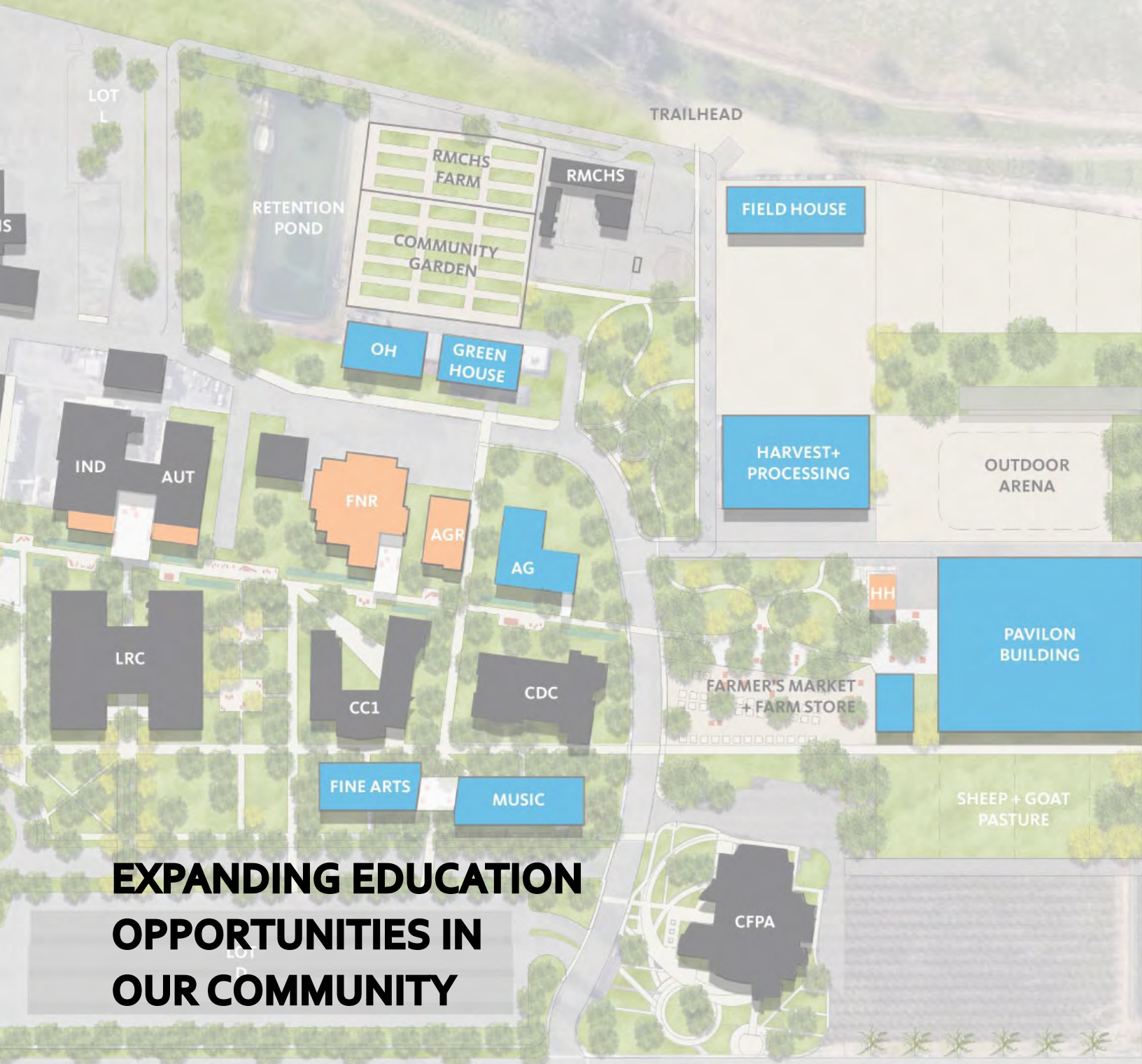
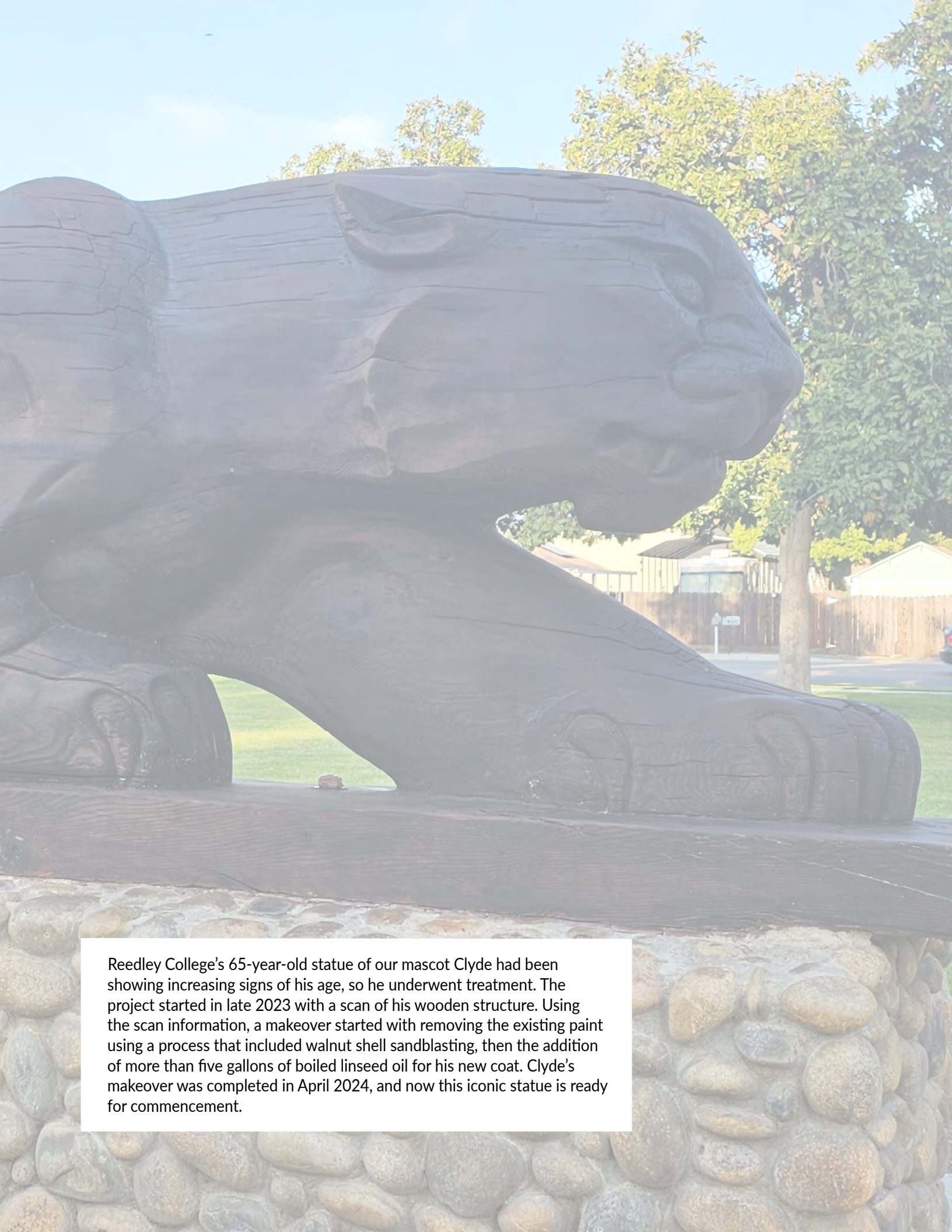


# 2023-2024 ANNUAL REPORT



**EXPANDING EDUCATION  
OPPORTUNITIES IN  
OUR COMMUNITY**





Reedley College's 65-year-old statue of our mascot Clyde had been showing increasing signs of his age, so he underwent treatment. The project started in late 2023 with a scan of his wooden structure. Using the scan information, a makeover started with removing the existing paint using a process that included walnut shell sandblasting, then the addition of more than five gallons of boiled linseed oil for his new coat. Clyde's makeover was completed in April 2024, and now this iconic statue is ready for commencement.

# President's Message



Dr. Jerry L. Buckley,  
Reedley College  
President

The past five years have seen many changes for the California Community Colleges, including Reedley College (RC). First, the COVID pandemic increased our expertise and utilization of online programs and services, resulting in students now demanding more high-quality distance education and hybrid courses. The number and methods of offering early college courses and programs have also increased in importance, from dual enrollment during the high school day to high school enrichment offered online and face-to-face on the college campus after 3 pm. California's implementation of the K-16 Initiative, at scale, has also enhanced Reedley College's partnerships with both high schools and universities to change the trajectory and increase opportunities for students to achieve baccalaureate degrees, especially here in the Central Valley. Partnerships in manufacturing, agriculture and forestry are also facilitating greater completion of certificates and degrees, raising the overall educational attainment and economic potential of communities within our region.

Reedley College has intentionally formed additional non-credit programs and classes to address the needs of our adult students. Although continuing to serve our older adult population with courses that address the quality of life, Reedley has also mirrored credit courses into non-credit class sequences that allow working adults the opportunity to upskill and reskill to meeting the changing needs of employers within our communities. Most notable among these efforts is Reedley's participation in the Department of Commerce F3 AgTEC grant that is currently meeting the technology education needs of our farmworkers, while increasing their earning power and quality of life. Outcomes from a recent Title V federal grant included the development of a certification center on the Reedley campus where students can complete a course or program, then take a corresponding computerized exam that qualifies them for various industry-valued certifications, including those offered through the Federal Aviation Administration (FAA) for our aviation maintenance and flight science students.

During the past year, Reedley College participated in a District-wide planning process to update our education and facilities master plans, leading to the realization that the State Center Community College District (SCCCD) needed additional state and local construction bond funding to continue modernization across all our campuses, and particularly by replacing some or all of Reedley College's 70-year-old buildings. This annual report, therefore, addresses not only our accomplishments during the prior academic year, but also tells a story of enrollment recovery and growth that further supports our Vision 2035 Facilities Master Plan, and our need for improved instructional and student services space to meet these growing needs, along with a requirement to embrace additional distance education technologies in order to overcome the transportation barriers faced by many of our students. The next decade of growth here at Reedley College will include a balance of face-to-face, hybrid, and distance education courses offered through a student-centered schedule that adapts course delivery to each student's lived experience and real-world requirements.

## Mission, Vision & Values

### MISSION

To cultivate opportunities that empower our students and communities through engaging, equity-minded programs and services.

### VISION

Providing equitable educational opportunities that transform our students and communities.

### VALUES

At Reedley College we value:

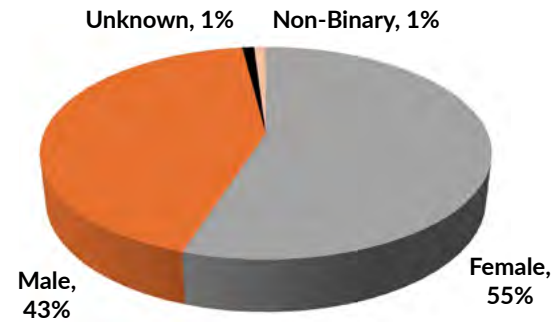
- Equity, Access, and Inclusion: Our success depends on every member of our campus community achieving their educational goals

- A Focus on Students: Our practices, priorities, and policies are created, implemented, and reviewed with a relentless student-first approach
- Educational Excellence: The instruction, student services, and experience we provide to each student consistently exceed expectations
- Innovation: We embrace change that moves us closer to achieving our vision while adhering to our values, embracing the possibility that not every innovation will succeed
- Integrity: Our words and actions are always consistent with our mission



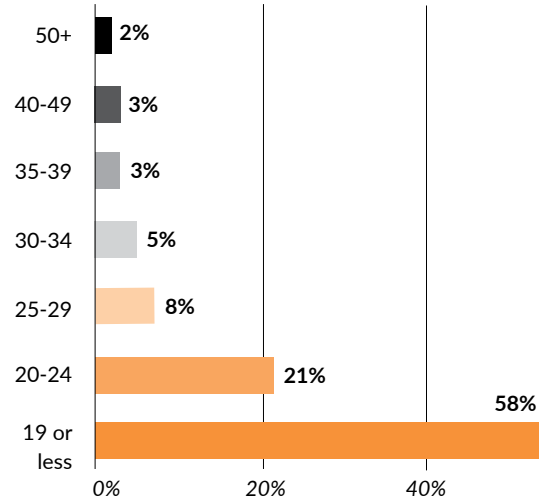
# Our Students

## GENDER

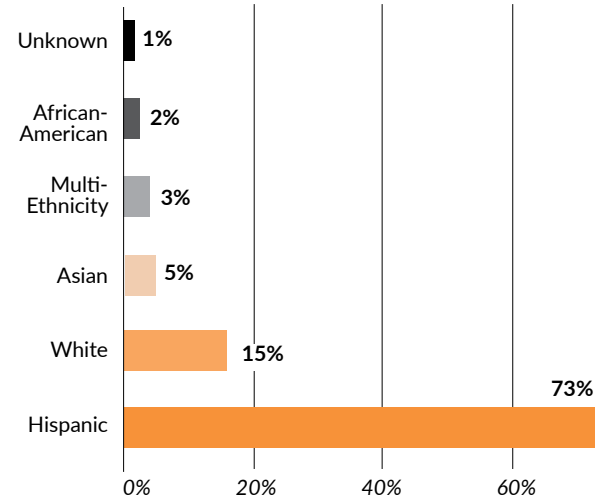


**15,555**  
Students Served

## AGE



## ETHNICITY



**94%**

Course  
Retention  
Rate

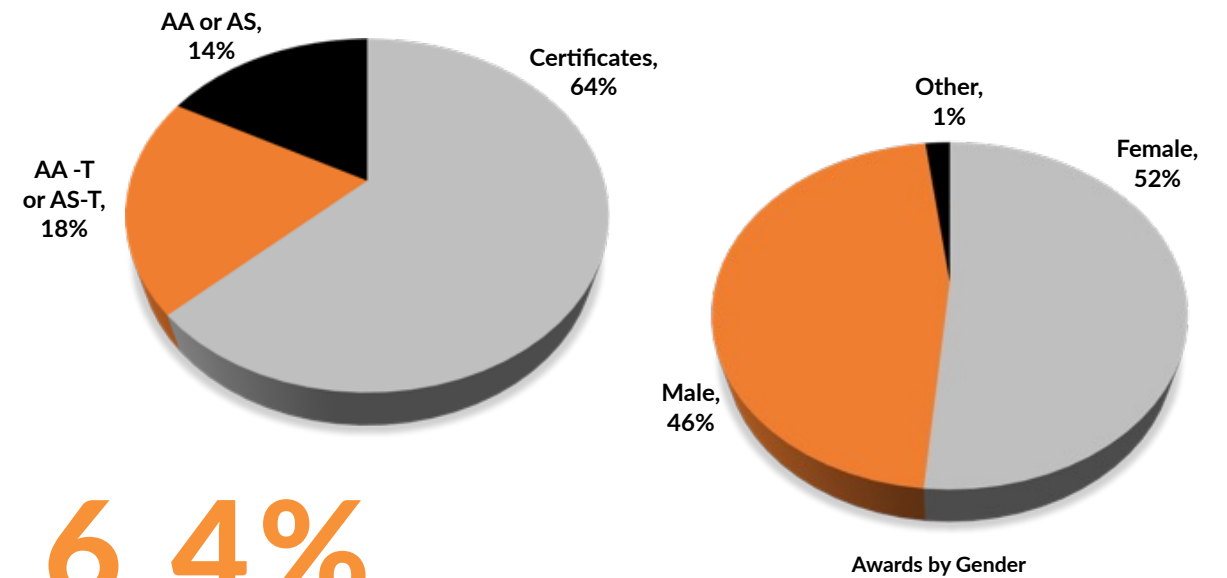
Course  
Success  
Rate

**77%**

Data Source: Publicly Available DataMart ([https://datamart.cccco.edu/Students/Student\\_Headcount\\_Term\\_Annual.aspx](https://datamart.cccco.edu/Students/Student_Headcount_Term_Annual.aspx))

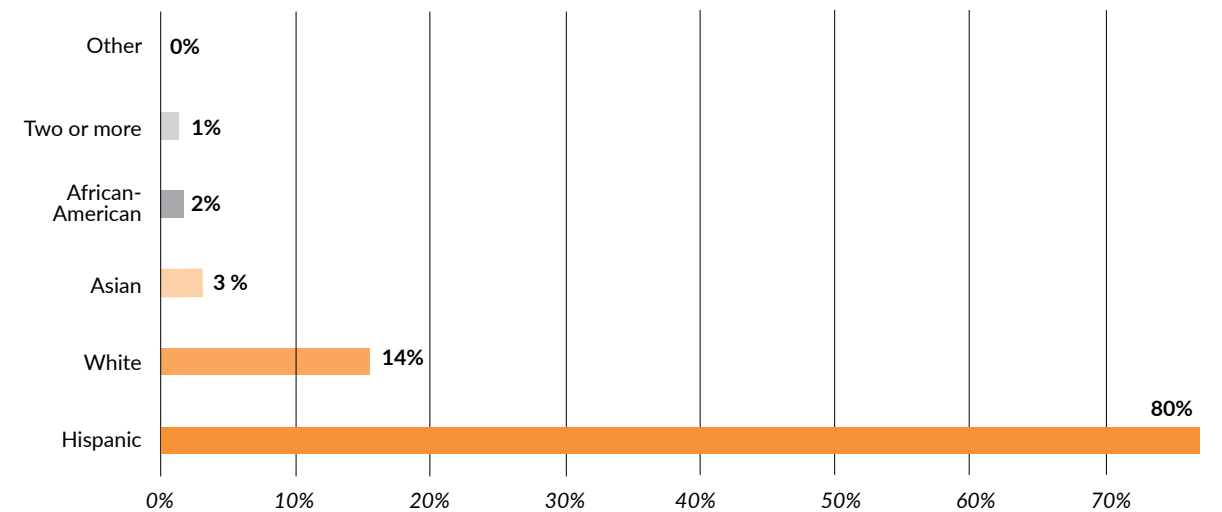


**2,613**  
Completed Awards



**6.4%**

Average Growth per Year



## STUDENTS EARNING AWARDS

Data Source is Chancellor's Office MIS and Internal College data

# Increasing Enrollment

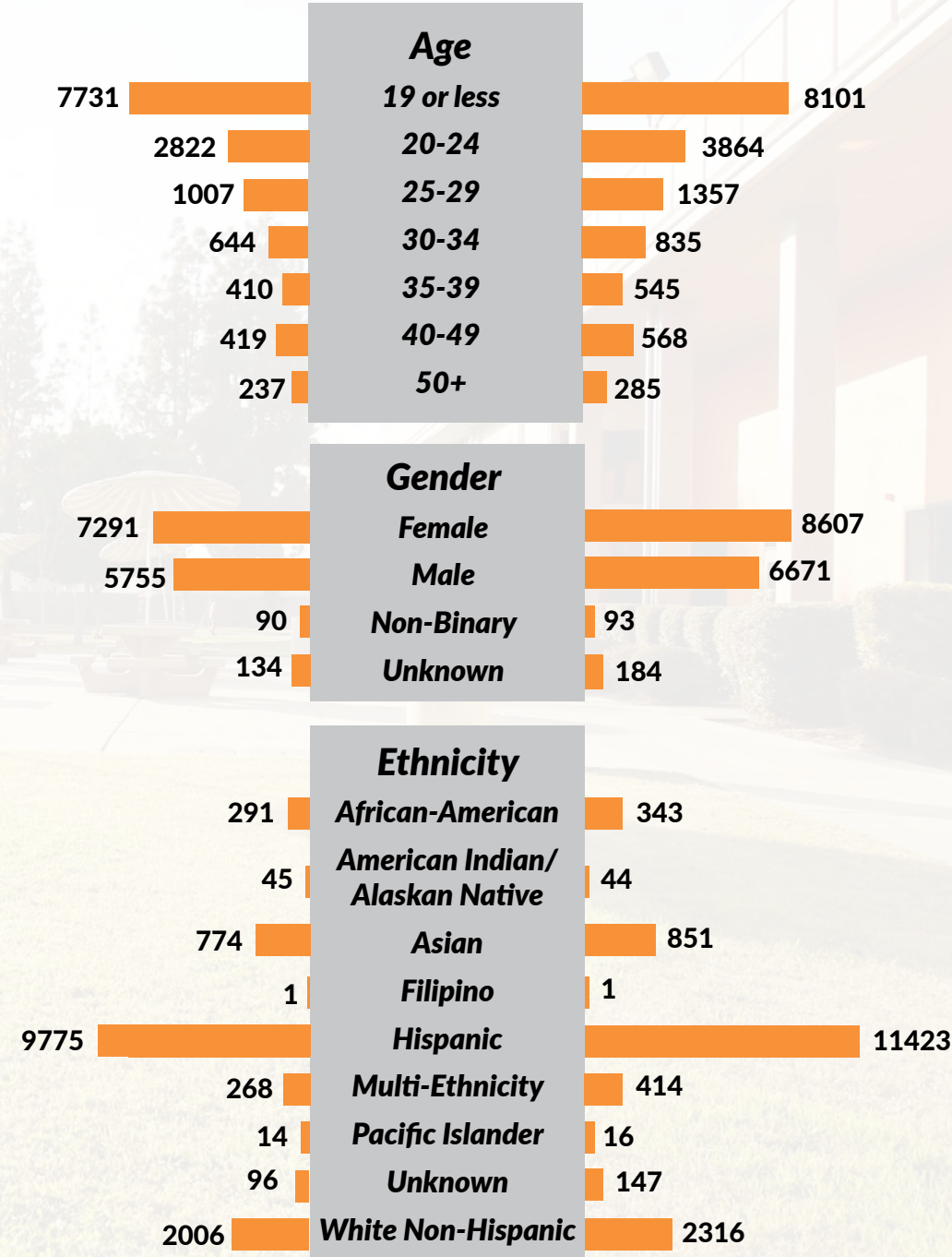
2022-2023

2023-2024

13071

Headcount

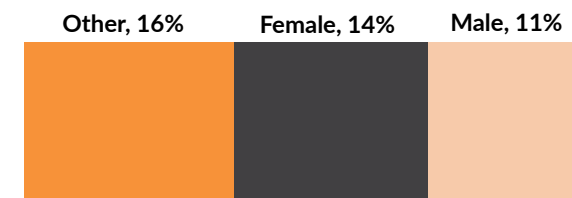
15555



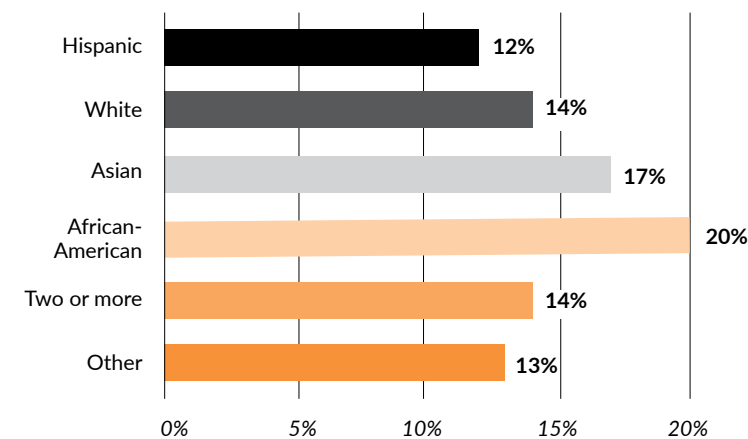
Data Source: Publicly Available DataMart ([https://datamart.cccco.edu/Students/Student\\_Headcount\\_Term\\_Annual.aspx](https://datamart.cccco.edu/Students/Student_Headcount_Term_Annual.aspx))

# Transfer Rates

17% Transfer Rate



TRANSFERS BY GENDER



TRANSFERS BY ETHNICITY

**Top 3 CSU Campuses of RC Transfers:**

- Fresno (335)
- Chico (8)
- Stanislaus (8)



**Top 3 Majors for RC CSU Transfers:**

- Business Administration (47)
- Psychology (41)
- Liberal Studies (32)

- Transfer Rate Data Source: CCCCO Cal-PASS Plus Student Success Metric Dashboard
- CSU Transfer: <https://www.calstate.edu/data-center/institutional-research-analyses/Pages/reports-and-analytics.aspx>

# Financial Aid

Awarded in the following forms:

- **Federal Grants:** Pell Grant, Supplemental Educational Opportunity Grant (SEOG), Work Study, Direct Student Loans, PLUS Loan
- **State Grants:** Cal Grant B and C, Student Success Completion Grant, California College Promise Grant (CCPG), Extended Opportunity Programs & Services (EOPS), Chafee Grant for former foster youth, Scholarships, Osher Scholarships

**Government Awards**

Total amount of student aid awarded during the 2023-2024 academic year:

**\$53,547,488**  
to **5,314** students.



2023 Scholarship Awards Night

**Local Scholarships**

**\$141,566**

awarded in scholarships through the **SCCC Foundation**

and **\$57,250**

through the **RC Foundation.**



# Distinction & Innovation

## Soaring to New Heights

At the beginning of the fall 2023 semester, our Flight Science program welcomed two brand new Skyl leader 600 aircraft that will be used to train our students in the friendly skies. "The acquisition of these airplanes marks an important milestone for our Flight Science program at Reedley College," said Flight Science Instructor Jaime Luque. "By blending cutting-edge technology with enhanced training capabilities, we have created a platform that not only advances our students' skills and safety in flight, but also ensures affordability and alignment with industry-leading standards in aviation." The Federal Aviation Administration (FAA) inspected and cleared these aircraft for takeoff, with Flight Instructor Lexi Lawrence taking the maiden flight. Three more Skyl leader 600 planes made their way to the Reedley Airport by the end of the academic year.



## New Home for our Tiger Cubs

A project years in the making finally became reality with the addition of our state-of-the-art Center for Early Childhood & Education. A ribbon cutting ceremony was held August 4, 2023 in front of the main entrance, with campus and District Office leadership, members of the State Center Board of Trustees, community members, faculty, and students in attendance. Speakers included President Buckley, Chancellor Goldsmith, Program Coordinator Rubisela Sanchez and Instructor Liliana Gonzalez, who was also a student in our program.



Scan this QR code to watch the ribbon cutting ceremony on YouTube.



## Solidarity Walk

Always inspired by the legacy and bravery of Dr. Martin Luther King, Jr., RC held its annual MLK Day Celebration and Solidarity Walk January 25, 2024. Over 100 students, faculty and staff took part in the event, which led to the program portion in the cafeteria. Our guest speaker was Rev. DJ Criner, Pastor of St. Rest Baptist Church in Fresno. Special remarks were made by President Buckley and VP of Student Services, Dr. Jesús Vega. Special thanks to our Black Faculty & Staff Association for organizing our celebration.



## Engineering Challenge Winners

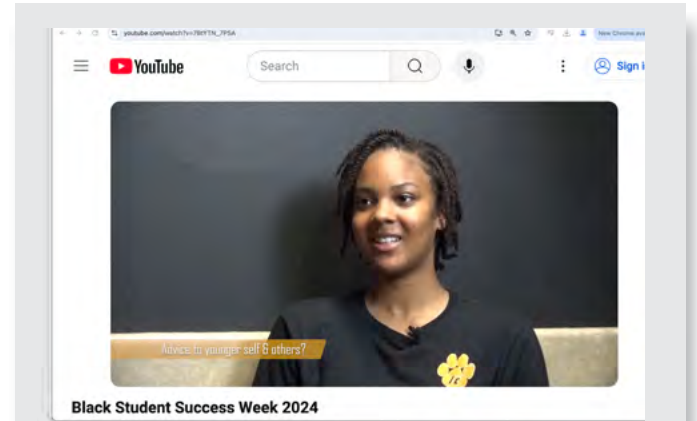
Reedley College engineering students won the Central California Engineering Design Challenge at Fresno State October 28, 2023. Over 120 teams made up of Introduction to Engineering students from Reedley College, Fresno State, Fresno City College, Clovis Community College, Madera Community College, and West Hills Community College District entered the competition. Eleven Reedley teams competed overall. The challenge of the competition was to "deliver 50 passengers up a hill" (50 pennies up a ramp) using basic supplies, such as popsicle sticks, tape, rubber bands, and mousetraps. The team of Samuel Alves, Giavonni Cacace, Lexi Diaz, and Leonel Serna-Sanchez came in first place by having the lowest cost device that successfully reached the top of the ramp.

## Native American History Month



In honor of Native American History Month, our Student Activities Department welcomed Mandy Macias to campus to speak to our students on

November 14, 2023. Mandy is a member of the Dunlap Band of Mono Indians and a descendant of Mountain Maidu and Ohlone tribes with over 30 years of experience learning and teaching traditional technologies and tribal arts. She is an advocate for land stewardship and cultural preservation, applying her knowledge of basket-weaving and land stewardship. Mandy has been an archaeologist since 1990 where she is committed to teaching and sharing her knowledge.



## Black Student Success Week

Reedley College hosted a variety of events for Black Student Success Week April 22-26, 2024. The African Drumming Ensemble, Feather the Comedian, DJ Marques Anthony, DJ Straws, and Jim Mulligan all performed and presented during the week. A special video was created with students Leyocha Marigney, Tianna Sutherland, Gabriel Harris, and Josiyah Jordan talking about the challenges they faced growing up and their experiences at Reedley College.



Scan this QR code to watch the student video on YouTube.



## Back to Back Champions

Our Mule Packing Team did it again, winning the Intercollegiate Pack Teams Division Championship for the second year in a row at Bishop Mule Days May 24-26, 2024 in Bishop, California. The team also took home first place honors in the parade.



# Early College

Reedley College's Early College program has achieved significant progress in the past year working alongside 19 partner high schools to develop additional dual enrollment pathways, while refining and strengthening existing educational opportunities with our students' goals in mind. Our focus has been to expand access to higher education for our most marginalized students among the rural communities within the Central San Joaquin Valley, creating generational change for these students and their families. The region's baccalaureate degree attainment rate has historically been less than 9%, which drives Reedley College's commitment to expand access to educational pathways that lead to industry-valued certificates and degrees, along with a living wage career, while also increasing the diversity and experience of those entering the workforce in our most important industries.

Reedley College's Early College pathways supported nearly 40% of the College's enrollment last year, showcasing the growth and stability of our dual enrollment and high school enrichment programs. This success is attributed to the development of improved pathway structures, including course sequences and student success centers at each of our partner high schools, which resulted from collaborative efforts across the college's administration, faculty, staff, and students. These re-imagined early college processes included a redesign of the structure for Reedley's Early College programs, focusing on one-year advance course requests which allowed improved college planning for staffing and support, a revised application process and increased numbers of dedicated faculty participating in

dual enrollment courses. These changes reinforced our commitment and engagement with students through our student support services and other college resources.

These Early College programs operate within the structure of our Guided Pathways framework, an equity-focused approach to education that establishes clear pathways to completion for students while removing institutional barriers to their success. Our programs have focused on understanding the needs of each student, clarifying possible pathways, and then supporting each student's academic journey. Early College must therefore be intentional in designing the programs and courses in which our students enroll. It is therefore critical to design each student's educational plan, where students may then understand the courses needed to earn a degree or certificate, as well as the support services available to ensure their success.

Our Early College programs include both closed course sections offered during a high school's day, as well as courses offered at the college or online outside the high school schedule. In addition to our 19 dual enrollment partner high schools, our Early College program also works with Reedley Middle College High School, Parlier Early College High School, TRiO Upward Bound, Upward Bound Math Science and Educational Talent Search, and the Reedley College Outreach Program. Our College is committed to working with all of our partners to increase access to higher education resources and services to help students achieve their educational goals and advance to living wage jobs and careers.

## TWENTY-FIVE HIGH SCHOOL DUAL ENROLLMENT PATHWAYS

The 9 partners below have active degree or certificate pathways or a CalGETC focused pathway.

SCHOOLS:	Cutler-Orosi	Dinuba	Fowler	Parlier	Reedley	RMCHS*	Sanger	VROP**	Washington Union
General Education	●	●	●	●	●	●			
K-16 PATHWAYS	Education	●		●			●	●	
	Engineering		●				●		
	Healthcare		●				●		
LOCAL PATHWAYS	Agriculture					●	●	●	●
	Child Development							●	
	Criminology							●	
	Flight Science							●	
	Information Systems				●			●	
	Manufacturing		●					●	
Natural Resources							●		

\*Reedley Middle College High School (RMCHS)

\*\*Valley Regional Occupational Program (VROP) offers its programs to all regional high school partners.

# Student Engagement

Student engagement enhances academic success and personal development by fostering active participation, critical thinking, and a sense of belonging. It also promotes higher retention rates, inclusivity, and the development of essential soft skills, benefiting both students and institutions.

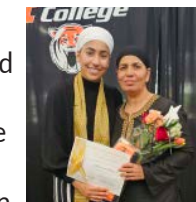
## A<sup>2</sup>Mend Student Chapter

A<sup>2</sup>MEND's mission is to ensure the success of African American students and foster institutional change within the community college system to increase success of African American male students. In spring of 2024, RC students attended the annual A2Mend Conference and connected with other charters within the nation.



## Asian and Pacific Islander Faculty and Staff Association

APIFSA is dedicated to celebrating and supporting the rich cultures of Asian and Pacific Islander (API) diaspora. We strive to build community with our students and employees, elevate Asian and Pacific Islander voices and issues, and further the educational success of our communities. Our association is open to faculty and staff of all backgrounds. We had several events in our last academic school year and also awarded an Asian Pacific Islander Student Scholarship. We strive to educate Reedley College students, faculty, staff and community in learning more about the API community and engage all in our festivities. Some of the activities we celebrated during the 2023-2024 academic year included the International Day of Peace, Diwali Festival of Lights, Lunar New Year, Vaisakhi Celebration, API Heritage Month, and API Student Achievement Celebration.



## Latino Faculty and Staff Association

In the 2023-2024 academic year, the Latino Faculty and Staff Association (LFSA) collaborated with student activities by participating in numerous activities for Hispanic Heritage Month which included a career panel and historical presentation conducted by Franchesca Amezola, Reedley College Spanish instructor. LFSA also collaborated with the English department for the "Literary Arts One Book, One College" speaker event

that was moderated by Luis Morales. Lastly, LFSA held the second annual Latino Graduation Celebration, recognizing 134 Latino students' academic accomplishments by presenting them with a sarape stole to symbolize their Latino heritage and awarded five student scholarships.



## Land Acknowledgment

Reedley College is dedicated to honoring the historic land of the indigenous people in our region. We acknowledge and respect the rich histories and cultures of the Native American tribes who have called this area home for generations. Our college plays a vital role in raising awareness of Native American cultures and histories, and we are committed to creating opportunities for Native American students to thrive. As part of our ongoing efforts to honor the indigenous heritage of our region, we worked on the design of a monument in tribute to our local tribes, specifically the Chionumni, the original caretakers of this land now occupied by Reedley College.



## LGBTQ+

Our college community accomplished several of its key objectives in the 2023-2024 academic year, including hosting a Friendsgiving event, the Rainbow Brunch, and the third annual Rainbow Flag Raising. We also participated in the Fresno Pride Parade and offered an information table at the celebration that followed at Fresno City College, while selling Reedley College's rainbow swag at this same event. A third round of funding was approved by the state to support our activities for the next 3-5 years. Additionally, three Reedley faculty members were trained as SafeZone facilitators, joining a larger team of SafeZone faculty from across the District that met monthly last year to review campus activities and enhance communication with our students.



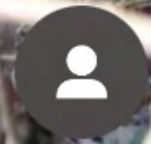


# Vision for the Future

Reedley College will likely see continued enrollment growth as people move away from cities, seeking less expensive homes and a higher quality of life. Although the national birth rate continues to decline, eventually impacting traditional high school transfers to Reedley College, this trend will be offset by increased access to early college programs and services, as well as a projected increase in the number of adult students utilizing non-credit courses and programs to upskill or reskill to meet employer demands for technology and software training.

Reedley will further expand its online offerings to include more synchronous and asynchronous classes, as well as certificate and degree programs to provide the flexibility needed by our students and their families, addressing the transportation challenges within our rural communities while also expanding access to Reedley's "signature programs" and class offerings to a broader geographic audience. The College will also build an "agriculture innovation center" to support instructional program development and encourage entrepreneurs to utilize our working farm as a test bed for new technologies. Such an innovation center will facilitate industry partner access to new technologies and enhancements in agriculture practices to support sustainability and address climate change, while reducing the cost of agricultural operations and increasing profit margins for our growers, packers and shippers.

Many of our existing programs will adapt to changes in transportation technologies and business requirements over the next decade, focusing again on sustainable energy solutions. Reedley is already participating in a planning grant to identify potential college programs and investments for the production, storage and utilization of hydrogen for use in cars, trucks and other methods of transportation. Although a long-term plan, the Central Valley has been proposed as a hub for hydrogen production to fuel industries and transportation of the future, so it's important to study and propose educational programs Reedley could offer students to support regional economic stability.



Programs in our Natural Resources department will most likely expand classes to accommodate growth in forestry-related jobs over the next decade, focusing on forest management and fuel reduction to support healthy, sustainable forests that provide important carbon fixation in the soils of our local mountains, while also supporting the health of our national parks and forests.

Increased levels of local manufacturing will require more engineers as well as machinists and technicians to operate computerized devices that will increase the accuracy and speed of production of products used in farming, packaging and logistics, as well as other industries, including aviation. A regional economic development plan created several years ago, the Fresno DRIVE initiative, forecasted the development and growth of a local aviation industry, which may be centered around Reedley's production of both aviation mechanics and commercial pilots. Future opportunities for Reedley College include the development of an applied baccalaureate degree in avionics, already offered in the Los Angeles region. Reedley's participation in development of the California Community College Aviation Alliance may also bring additional resources and programs to the Central Valley, including air traffic control training, if authorized by the FAA.

All these opportunities depend on not only having a well-trained faculty and staff, but modern facilities that support digital access to the internet for all our students, as well. Due to the lack of adequate healthcare facilities in the Central Valley, access to state-of-the-art training facilities and simulation centers will be key to educating our future doctors, nurses and technicians across Fresno, Tulare and Kings County. Thanks to the passage of a state construction bond, plus the District's Measure Q, there will be additional funding to modernize Reedley's instructional facilities and offer technologically relevant training to all our students over the next decade.



# Athletic Excellence

## Tiger Transfer

Tigers Quarterback DJ Stevenson transferred to Division 1-AA University Arkansas-Pine Bluff to continue his collegiate football career. DJ had a 3.4 GPA at RC, earning his degree in communication in December 2023. He intends to major in physics at UAPB. On the field in 2023, Stevenson threw for 1,729 yards and 12 touchdowns, while running for 261 yards and five scores. DJ is the most recent RC signal caller to sign a national letter of intent to play elsewhere, joining Josh Magana (Texas A&M Commerce), Armon Hickson (Fort Lewis College), Drew Zaubi (Western Kentucky), (Randall Johnson (Weber State), and Josh Allen (Wyoming/Buffalo Bills).



## RC Student Wins Courage Award

Jamel Pink, a defensive lineman on the RC football team, was awarded the CalHOPE Courage Award for the month of November 2023. Jamel's story is one of inspiration and determination, dealing with the tragic loss of his brother after both were shot in 2020, a knee injury, and also battling depression. Jamel started following a treatment plan of medication and therapy, and is now on track to graduate. The CalHOPE Courage Award recognizes student-athletes at California colleges and universities who have overcome the stress, anxiety and mental trauma associated with personal hardships, injury or life circumstances.



Scan this QR code read the AP article.



## Making Reedley College History

Sophomore Brenna Orchard earned a 10th place finish at the recent Intercollegiate Horse Shows Association (I.H.S.A.) National Show, held at the Tryon Equestrian Center in Mill Falls, North Carolina in May 2024. This accomplishment is particularly noteworthy as it represents Reedley College's first appearance at nationals for an individual event. Competing in the individual Open Horsemanship category, Brenna Orchard faced elite riders from top universities across the nation, including Ohio State, West Texas A&M, and Middle Tennessee State University.



## From Reedley to Major League Baseball

In July, Tigers starting pitcher Will Gagnon was selected in the 14th round of the Major League Baseball (MLB) Draft by the Los Angeles Dodgers. Gagnon was the only California community college player drafted to a MLB team this year. He attended Reedley High School before playing two years for the Tigers. He also played in the Appalachian League.



Scan this QR code to view the story from Fox 26 News

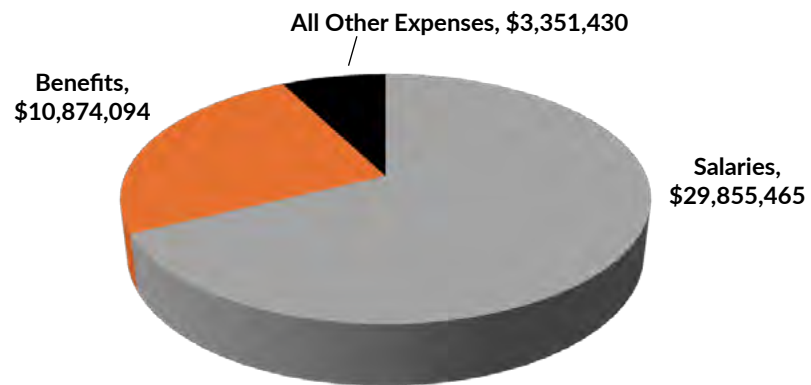


**12** spaces on campus re-purposed/ remodeled to provide a better student experience

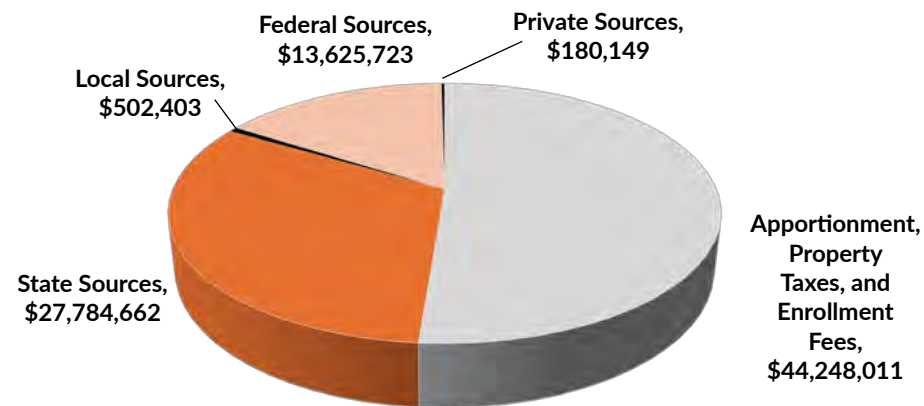


**\$256,939**  
Spent on Student Basic Needs

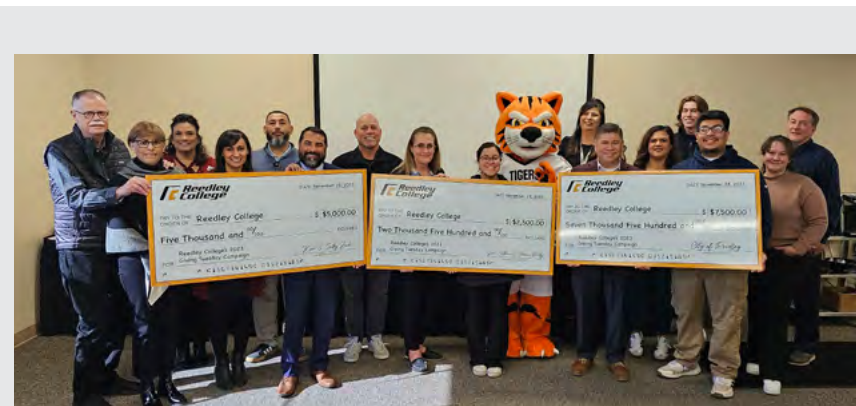
# Resource



2023-2024 EXPENSES



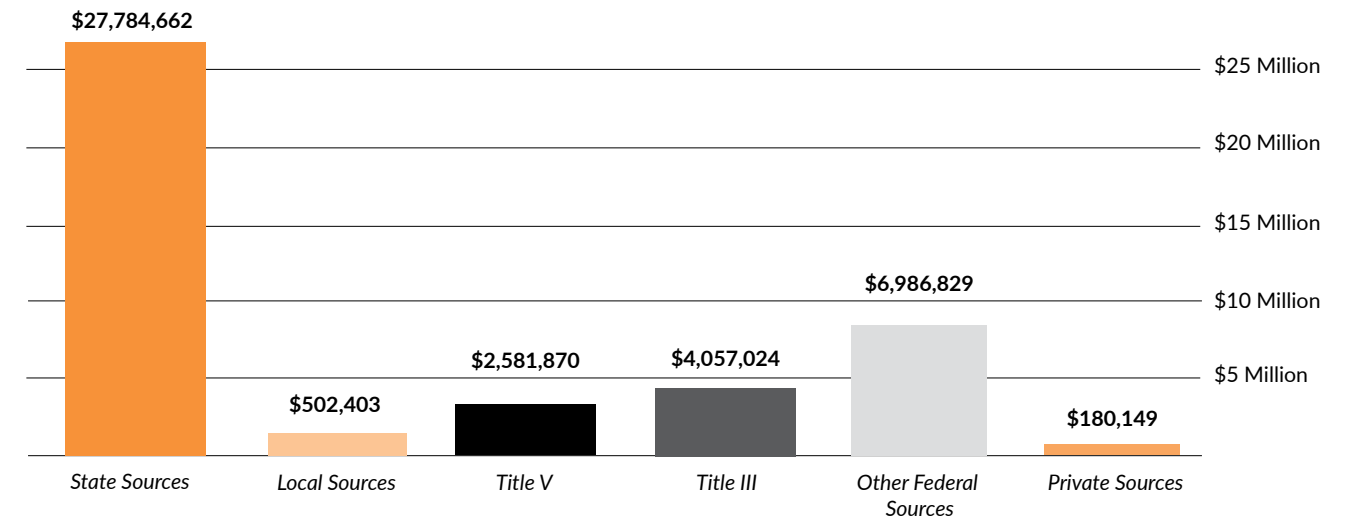
REVENUES



Giving Tuesday raised **\$18,954** to support Clyde's Closet and the Tiger Pantry

# Management

## TOTAL GRANT REVENUE



## NEW GRANTS

**\$1,552,039** five-year grant

### MESA Center

This grant will provide academic and support services for economically and educationally disadvantaged students majoring in calculus-based science, technology, engineering, and mathematics fields who seek to transfer to a four-year institution to complete a baccalaureate degree.

**\$500,000** two-year grant

### K-16 Collaborative Engineering/ Health Science

This grant will work with local high schools Cutler-Orosi, Sanger, and VROP to increase the number of graduates with postsecondary degrees and certifications in high growth, high wage disciplines.

**\$565,217**

### Student Transfer Achievement (AB928)

The purpose of these funds are to support colleges in their efforts to auto-enroll students on an Associate Degree for Transfer pathway when a student has declared a goal of transfer on the student ed plan. The goal of this procedure is to maximize the probability that students will complete and transfer.

**\$450,000** two-year grant

### Farm Workers Advancement Program

This grant will provide additional funding to enhance the educational pathways offered to farmworker students to get them from the field to the classroom, and into higher paying jobs.

**\$75,000**

### Strong Workforce Jumpstart

This grant works with high school students at local feeder high schools to provide work-based learning experiences in industrial manufacturing.



# Our History

Reedley College was established in May 1926 by the Reedley Joint Union High School District, and for its first 30 years, the college shared facilities with Reedley High School. Institutional doors were opened in September 1926 with a total of 30 students and six-course offerings. By the late 1940s, the governing board decided the time was right for the college to develop a separate campus and a separate identity. In 1954, voters of the high school district overwhelmingly passed a bond issue on purchasing the site of the historic T. L. Reed Ranch for a permanent campus. In September 1956, the college moved to its present site, where it has continued to grow and expand. It now encompasses 420 acres, including the school's 300-acre farm adjacent to the main campus. In 1963, the college became a member of the State Center Community College District combining the resources of two of the oldest community colleges in the state. In 1980, the name was officially changed to Kings River Community College to better reflect the communities it served. In accordance with the surrounding community's wishes, the name Reedley College was restored in July 1998. In its 98 years, Reedley College has developed into an essential component of higher education in the Central San Joaquin Valley, offering over 67 areas of study taught to approximately 16,000 students.



RC Ribbon Cutting Ceremony January 6, 1956.

## Looking forward to 100 years of Educational Excellence

Preparations have already begun for Reedley College's Centennial Celebration. With the refurbishment of our Clyde statue now complete, the focus in the summer of 2024 shifted to creating a webpage for the 100th anniversary, which is now on the main page of our website. On the page are links

to joining our new alumni association, nominations for our Top 100 alumni, and our volunteer association. We also have a link to our Reedley College Alumni page on Facebook, that now has over 350 members. You can purchase commemorative RC 100th anniversary gear through the webpage as well, with replica Clyde statuettes and t-shirts available. Our first major fundraising event was the Fall Harvest Festival held on October 19. Discussions for a documentary, book, and our 100th Anniversary Gala at the McClarty Center for Fine and Performing Arts will continue as well.



Scan this QR code to view our Centennial webpage.



# Support Our Students

Charitable gifts to Reedley College are investments in the future of our students, our workforce, and our community.

There are several ways to make your gift to support student scholarships or campus needs that enhance the instructional experience of our students:

### Outright Gifts:

- Cash Gifts
- Appreciated Stocks and Bonds
- Gifts of Real Estate/Personal Property
- Gifts of Equipment, Materials, Services
- Memorial/Honor Gifts
- Matching Corporation Gifts

### Planned Gifts:

- Your Will
- Life Insurance
- Scholarships

## Make a difference today!

Donate through:

**State Center Community College Foundation**  
 (559) 324-6484  
[www.scccd.edu/foundation](http://www.scccd.edu/foundation)



OR

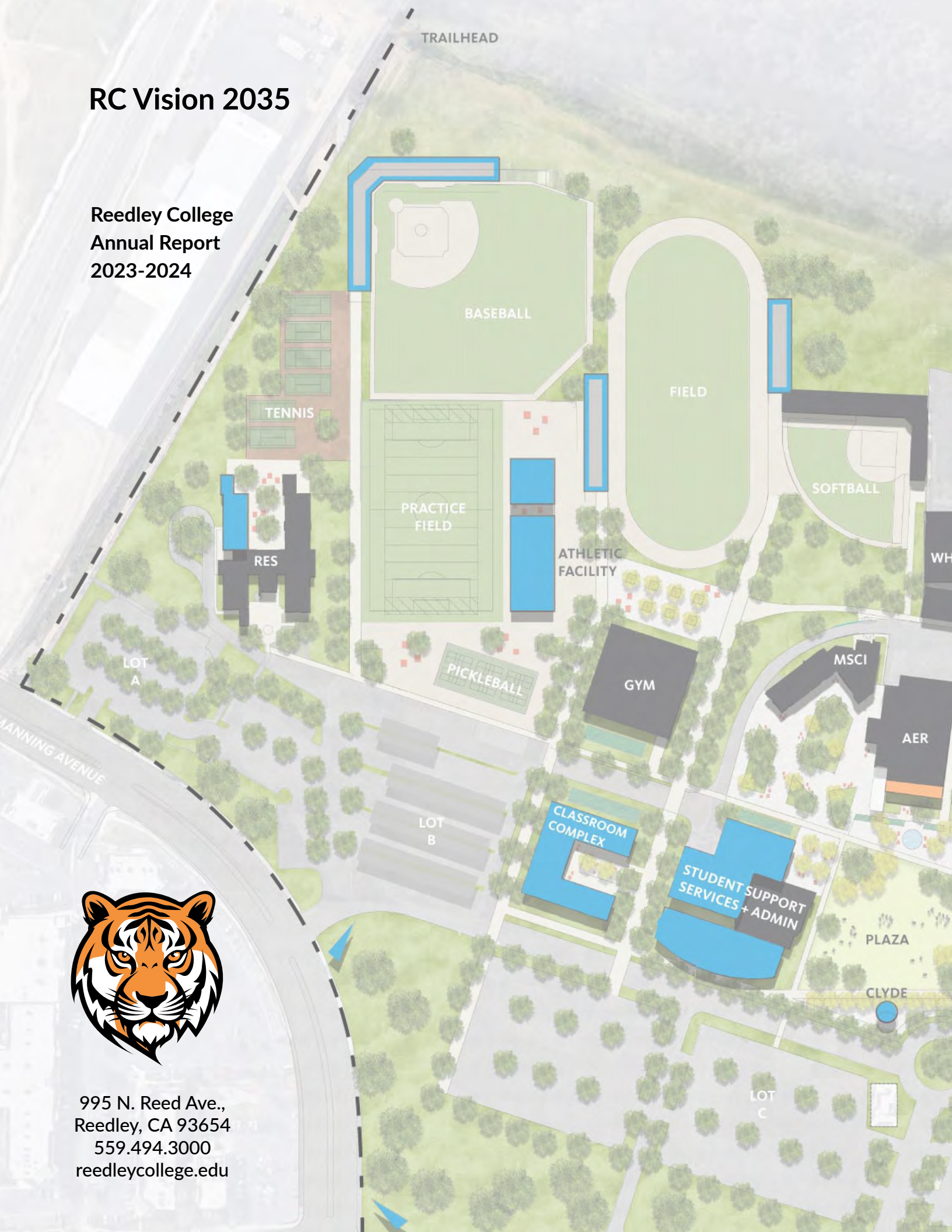
**Reedley College Foundation**  
 P.O. Box 227  
 Reedley, CA 93654  
 (559) 897-7328  
[LBOLTON@LIGHTSPEED.NET](mailto:LBOLTON@LIGHTSPEED.NET)





# RC Vision 2035

Reedley College  
Annual Report  
2023-2024



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