

Composing Our Future 2.0

MBC 2015

Process and Context

Our ten-year strategic plan, *Composing Our Future: Mary Baldwin College 2014*, was forged in 2003-04 with broad consensus. Its five strategic initiatives are fundamental and broad in scope:

- ▲ Make personal transformation our priority
- ▲ Enhance academic excellence
- ▲ Unite and enrich our community
- ▲ Renew our environment
- ▲ Fund our future

The plan called forth innovations from all parts of the college. Much has been achieved.

The highlights of success include:

- ▲ We achieved record enrollment. We have crafted a strongly differentiated position. We provide personalized, transforming liberal education emphasizing leadership and global citizenship.
- ▲ Through our original ten elements of “The Mary Baldwin College Advantage,” we have created a signature undergraduate experience that exceeds our initial expectations, through:
 - ▲ The Leadership Gateways and comprehensive First Year Experience;
 - ▲ The four Schools of Excellence that include our 19 new and enhanced academic programs;
 - ▲ The new college-wide learning goals and common curriculum; and
 - ▲ The Spencer Center for Civic and Global Engagement.
- ▲ Our graduate teacher education programs are growing through the addition of our third graduate program (the MEd) and MLitt/MFA is obtaining a national and international reputation.
- ▲ We have completed the initial phase of The Campaign for Mary Baldwin College, raising more than \$30 million through the success of The Smith Challenge.
- ▲ We accomplished a “face-lift” to our historic campus.
- ▲ We have garnered an enhanced regional and national reputation.

There are many specific achievements behind this summary of successes. The entire college and our extended alumnae/i and MBC community deserve credit for this success. An innovative foundation of opportunity has been laid.

We also recognized that while the aspirational and comprehensive framework of *Composing Our Future* was appropriate in 2004, the landscape of higher education has changed. The environment is less predictable and more challenging. We have endured two years of extensive reengineering and budget reductions. We cannot “cut our way forward” from this point.

We must nimbly meet the evolving trends in higher education and craft a new five-year update, which we will title *Composing Our Future 2.0, MBC 2015*. We face this next period with a deepened knowledge of our internal strengths and the external challenges and opportunities.

To inform our update, we studied the current financial baseline of the college in a fifty-year financial context. Dr. Askegaard prepared a thorough external scan. We studied key predictive documents, such as *The College of 2020*, sought best practices from other institutions, and deduced the key opportunities to join our historic mission and current strengths to the market of the next few years and beyond. At the same time, we assessed Institutional Advancement, launched a search for a new Vice President of IA, and began re-envisioning the future of IA and our campaign.

The key implications for MBC include growth in:

- ▲ Women (across all programs)
- ▲ Adult and nonresidential populations
- ▲ Graduate students
- ▲ Hispanic
- ▲ International
- ▲ Transfer
- ▲ Early college
- ▲ Non-baccalaureate credentials
- ▲ Teacher education
- ▲ Technology-enriched pedagogies, online and hybrid delivery systems year-round
- ▲ Promotion of existing majors with strong career and market potential
- ▲ Cultivation of our entire base of graduates, especially our expanding adult and graduate alumni base
- ▲ New donor and foundation support for our compelling mission and vision

It is clear that our five-year blueprint must achieve three overarching goals:

1. *Ensure academic excellence.*
2. *Facilitate enrollment growth of 25% across the college.*
3. *Attract resources.*

Nine specific strategies support these goals and will serve as the basis for our detailed annual implementation plans. As a result, the college will have a sustaining composite financial index, a total student body of around 3000 students, and enhanced resources and facilities.

We are poised for this growth. We are well-positioned to take advantage of our increasingly differentiated position in the rapidly shifting landscape of higher education. Our proven Adult Degree Program and strength in graduate programming enable us to seize the key growth trends evident for the next five years. We have the basis for completing a fundraising campaign and a strong message meeting compelling societal priorities. A revised vision and mission statement frame this plan.

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MBC 2015

Vision:

MBC will be recognized as an outstanding women-centered college for the 21st century emphasizing global leadership and citizenship in the liberal arts and sciences.

Mission:

Mary Baldwin College empowers students in the liberal arts and sciences to compose lives of purpose as confident, compassionate changemakers through the traditions of our women-centered community.

Overarching Goals and Strategies:

1. *Ensure Academic Excellence*
 - 1.1 Fully engage and support the faculty in leveraging existing strengths and developing new graduate programs with significant growth and return-on-investment potential.
 - 1.2 Invest resources to grow the residential undergraduate, regional undergraduate, and graduate programs in ways that ensure academic integrity and attract new students.
 - 1.3 Develop and implement pedagogies and delivery modes responsive to mission and market (e.g. online, hybrid, low-residency, year-round) in the residential undergraduate, regional undergraduate, and graduate programs.
2. *Grow Enrollment by 25%*
 - 2.1 Fully engage the college community in enrollment and retention initiatives to grow the Residential College for Women to 1000 students.
 - 2.2 Grow enrollment in the Adult Degree Program to 23,500 credit hours.
 - 2.3 Grow enrollment in existing graduate programs to 7000 credit hours and launch new graduate programs to build enrollment for 2015 and beyond.
3. *Attract Resources*
 - 3.1 Fully engage the college resources of our alumnae/i, friends, and new supporters.
 - 3.2 Develop new strategies to increase total revenue from gifts and grants for 2015 and beyond.
 - 3.3 Complete The Campaign for Mary Baldwin College, focused on the strategic priorities necessary to achieve MBC 2015 and make a demonstrable difference.