

2005-06 Objectives

FOCUS AND ADVANCE

Recruit for Success

Create Community & Launch the Campus Master Plan

STRATEGIC INITIATIVE #1:

Make Personal Transformation Our Priority

- 1.1 *Personalized Plans and Portfolios*
 - 1.1.1 Select an e-portfolio.
 - 1.1.2 Complete the content outline.
 - 1.1.3 Designate a member of the Career and Life Planning staff to lead the implementation of the e-portfolio.
 - 1.1.4 Develop a first-year course to introduce the e-portfolio to freshmen entering in 2006 as part of the threshold experience.

- 1.2 *Personalized Wellness Plan*
 - 1.2.1 Pilot test a fitness assessment program.
 - 1.2.2 Complete the development of a wellness assessment for all students in the class of 2006 and include in the e-portfolio.
 - 1.2.3 Begin to incorporate wellness programming into all student life programming.

- 1.3 *Learning Communities*
 - 1.3.1 Define how living-learning communities can best be adapted to MBC.
 - 1.3.2 Assess current communities and identify new communities for '06.

- 1.4 *Mentors and Partners*
 - 1.4.1 Ensure that each first-year student will have a 4-touch advising experience in fall 2006 (faculty advisor, student life advisor, peer advisor/orientation leader, RA).
 - 1.4.2 Evaluate the alumnae Career Network.
 - 1.4.3 Work with the ABV, affiliated with the Sena Center, to initiate a professionals-in-residence program.
 - 1.4.4 Expand the Big Sister Little Sister program and in general, provide more outreach to engage new students.
 - 1.4.5 Work with the Parents Council to offer parent-to-parent mentoring and enhanced programming for families.

- 1.5 *Practical and Experiential Learning*
 - 1.5.1 Locate Community and Service Learning in the Sena Center and define the scope of responsibilities of the Sena Center for community service and service learning.
 - 1.5.2 Build a consolidated data bank of service opportunities.
 - 1.5.3 Establish procedures for volunteer services for liability and accountability of volunteers.

- 1.6 *International Opportunity*
 - 1.6.1 Determine the need for a study abroad office and a full-time director.
 - 1.6.2 Continue to enhance international opportunities (through spring break, May Term, summer, semester- or year-long study abroad).

- 1.7 ***Life and Career Transition***
 - 1.7.1 Work with the ABV to fully develop the first year life and career planning programs in collaboration with the e-portfolio.
- 1.8 ***Student Centered Services***
 - 1.8.1 Implement the student financial services teams and student services philosophy.
 - 1.8.2 Build the cross-college team of student affairs personnel.
 - 1.8.3 Examine residential community policies, regulations and procedures (Judicial Code) to ensure for our students a safe, secure and enjoyable experience. Propose refinements.
 - 1.8.4 Design and implement a uniform student grievance/complaint mechanism and ombudsperson.

STRATEGIC INITIATIVE #2:

Sharpen Our Focus on Academic Excellence

- 2.1 ***Threshold Experiences***
 - 2.1.1 Implement revised welcome days and new student orientation.
 - 2.1.2 Guide First Year Experience proposal through appropriate campus groups for discussion, revision, and implementation (including new introduction to college course and first-year seminars).
 - 2.1.3 Teach new ADP and MLitt threshold courses.
- 2.2 ***General Education***
 - 2.2.1 Guide General Education Revision proposal through appropriate campus groups for discussion, revision, and implementation.
- 2.3 ***Distinctive Academic Majors and Interdisciplinary Programs***
 - 2.3.1 Move from pilot program in external review with Virginia Wesleyan College to inclusion of external review as a regular component of quadrennial planning for all departments.
 - 2.3.2 Pursue TEAC accreditation.
 - 2.3.3 Target a select, prioritized group of disciplines for other potential discipline specific accreditation, beginning with NAST accreditation for the MFA.
 - 2.3.4 Bring greater visibility to the distinct nature of the college's academic majors, minors, and interdisciplinary programs.
 - 2.3.5 Through broad consultation, propose a cluster of disciplines for enhancement.
- 2.4 ***Global, Multicultural, Gender Perspectives***
 - 2.4.1 Review all student affairs programming to ensure that gender and cultural perspectives are adequately reflected.
 - 2.4.2 Update and improve report of baseline understanding of current state of multicultural education. Develop curricular action plan based on results of baseline study of current state of global, multicultural, and gender perspectives in academic programs.
 - 2.4.3 Bring greater visibility to availability of faculty Fulbright Grants.
- 2.5 ***Capstone Experiences***
 - 2.5.1 Develop detailed logistics plan for capstone fair (faculty representatives and APIT) and conduct the pilot fair in Spring '06.
- 2.6 ***Teaching, Scholarship, and Service***
 - 2.6.1 Guide revised model for faculty workload and contracts through appropriate campus groups for discussion, revision, and implementation.
 - 2.6.2 Initiate explanation of student course evaluation system into new faculty orientation.
 - 2.6.3 Explore possibility of electronic submission of student course evaluation data.
 - 2.6.4 Explore enhancements to e-learning.
- 2.7 ***Program Enhancement***
 - 2.7.1 Conduct SACS institutional compliance report and determine the topic for the QEP.
 - 2.7.2 Develop a plan and timetable for possible enhancements to the Honors Program.
 - 2.7.3 Develop and adopt college-wide intellectual property policy.
 - 2.7.4 Develop an interdisciplinary major for pre-service teachers; work with RCW division coordinators.
 - 2.7.5 Enhance participation in ADP Summer week.
 - 2.7.6 Bring the public history minor proposal to EPC and faculty for approval.
 - 2.7.7 Unify and promote leadership opportunities, including the Cynthia H. Tyson Leadership Development Series. Utilize leadership opportunities as a prominent recruiting/retention tool.

STRATEGIC INITIATIVE #3:

Unite and Enrich Our Community

- 3.1 *Identity*
 - 3.1.1 Create and disseminate our new institutional positioning in print and on the web.
 - 3.1.2 Increase sense of informed connectedness within the college and with our alumnae/i; utilize the DuPont survey to inform and measure our efforts.
- 3.2 *National/International Recognition*
 - 3.2.1 Develop specific strategies to recruit students nationally and determine our international recruitment goals, strategies, and targets.
 - 3.2.2 Bring national attention to PEG'S 20th anniversary.
 - 3.2.3 Achieve national recognition through at least five key citations (recruitment, recognition, or presence).
- 3.3 *College-Wide Learning Goals*
 - 3.3.1 Develop unit plans that specifically address the goals.
- 3.4 *Linkages*
 - 3.4.1 Enhance a substantive connection between MBC and Frontier Culture Museum.
 - 3.4.2 Establish at least one more viable partnership in the Staunton community.
 - 3.4.3 Sign GAA's with at least 5 more community colleges.
- 3.5 *Collaboration*
 - 3.5.1 Continue to foster cross-college collaborative teams with collaborative teams within vice-presidential divisions and enhance college-wide collaboration for events management through an expansion of APIT.
 - 3.5.2 Continue the President's Advisory Team and the President's Council on Diversity and Inclusive Community.
 - 3.5.3 Continue to distribute and utilize the Five Functions of Teamwork for Mary Baldwin College.
- 3.6 *Vibrant, Inclusive Intellectual Climate*
 - 3.6.1 Adopt the statement of inclusivity and mark its adoption with a significant public celebration.
 - 3.6.2 Continue the work of the President's Council on Diversity and Inclusive Community.
- 3.7 *Active Campus Social Life*
 - 3.7.1 Engage our student body fully: increase student programming, provide linkages with other colleges/events, guided by specific goal-oriented strategies; add an additional staff person in student engagement; build a cross-college student engagement team
- 3.8 *Fitness and Intercollegiate Athletics*
 - 3.8.1 Implement year one of the 10-year strategic plan for athletics: hire an additional full-time coach; make improvements called for in the NCAA self study. Strengthen the advisory functions and the athlete eligibility system. Begin the planned upgrades to athletic fields.
- 3.9 *Faculty and Staff Investment*
 - 3.9.1 Continue the enhanced salary improvement plans for faculty and staff.
 - 3.9.2 Consider the possibility of initiating a tenure stop-clock policy.
 - 3.9.3 Review HR policies and procedures.
 - 3.9.4 Complete revisions to staff handbook and guide revisions to faculty handbook through approval process; correlate the two and post on the web.

STRATEGIC INITIATIVE #4:

Renew Our Environment

- 4.1 *Revitalized On-Campus Learning/Living Spaces*
 - 4.1.1 Implement non-renovation priorities from campus master plan for enhancing learning/living spaces.
 - 4.1.2 Create a wireless environment in Grafton Library.
- 4.2 *Outstanding Facilities for the Regional Centers*
 - 4.2.1 Plan to accommodate program growth.
- 4.3 *Innovative Technology Environment*
 - 4.3.1 Implement the first phase of the Information Technology Strategic Plan: review recommendations about the administrative software system and plan for portal access.

STRATEGIC INITIATIVE #5:

Fund Our Future

- 5.1 ***Strategically-Driven Financial Plans & Enrollment Management***
 - 5.1.1 Implement revised budgeting processes and execute a balanced budget.
 - 5.1.2 Revise the long-term financial plan.
 - 5.1.3 Refine the cash flow model and implement new budget and cash flow reporting mechanisms.
 - 5.1.4 Assess readiness to restructure debt.
 - 5.1.5 Enroll 290 new RCW students for 2006-07 who meet or exceed our standards for academic readiness (Goal of 1075 average for SAT, racial and ethnic diversity, geographic diversity and increased national representation, and targeted program enrollments).
 - 5.1.6 Implement aggressive new recruitment strategies.
 - 5.1.7 Assess impact of academically-based targeted recruitment weekend in theatre. If successful, develop prioritized list of disciplines for expansion.
 - 5.1.8 Retain: Improve freshman-to-sophomore retention to 72.5%.
 - 5.1.9 Continue the successful growth in Adult and Graduate Programs: achieve enrollment goal for AGS of 16,530 registered hours: ADP 13,000; MAT 2480; MLitt 1050.
 - 5.1.10 Implement new model for financial aid packaging, maintain discount rate for RCW at approximately 42%.

- 5.2 ***Enhanced Endowment***
 - 5.2.1 Plan for the future through specific strategies to enhance planned giving.
 - 5.2.2 Raise gifts and pledges of \$1m for MLitt/MFA.

- 5.3 ***Increased Annual and Capital Giving***
 - 5.3.1 Raise and receive \$3,540,000: \$1.3 in the Annual Fund (against an aspirational goal of \$1.5m); \$750,000 in bridge funding; \$590,000 in habitual restricted gifts and pledges; and \$900,000 for the endowment. Of the grand total, \$300,000 will be raised and received from new foundation gifts from a minimum of 25 submitted proposals.
 - 5.3.2 Work toward matching Bertie Smith's \$6m.
 - 5.3.3 Build fundraising capacity: cultivate and prepare prospects for solicitation within the next 24 months. Continue the work of advancement services on prospect research and management.

- 5.4 ***Expand Sponsored Programs***
 - 5.4.1 Seek and obtain a minimum of \$200,000 for sponsored research.