

2006-07 PRIORITIES AND OBJECTIVES

STRATEGIC INITIATIVE #1

Make Personal Transformation Our Priority

▲ Launch the MBCA

1.1 Personalized Plans and Portfolios

- 1.1.1 Introduce the e-portfolio to the class of '10
- 1.1.2 Train staff mentors, freshmen advisors, other faculty
- 1.1.3 Evaluate use of the e-portfolio and add new capacity to support the QEP

1.2 Personalized Wellness Plan

- 1.2.1 Assess wellness of class of '10 and develop plans
- 1.2.2 Provide monthly programming on wellness topics including minority women's health, outdoor recreation, fitness, and healthy relationships

1.3 Learning Communities

- 1.3.1 Support two honors communities
- 1.3.2 Implement, monitor, and assess freshmen paired-course communities
- 1.3.3 Establish and evaluate a "substance free" community
- 1.3.4 Implement a new living plan for Ida B. Wells
- 1.3.5 Strengthen community-building in all residences
- 1.3.6 Offer special interest housing for '07-'08, including global learning or other topics supporting the QEP
- 1.3.7 Create regional learning communities for ADP with MBC 101L groups

1.4 Mentors and Partners

- 1.4.1 Implement the four-touch advising system: Orientation Leader/Peer Advisor; student life advisors; enhanced academic advising with e-portfolio, orientation, paired courses; RA
- 1.4.2 Provide big sisters to all freshmen

1.5 Practical and Experiential Learning

- 1.5.1 Provide a coordinated, campus-wide community service program, including a community service clearinghouse for all college constituencies; coordinate with QEP development
- 1.5.2 Revise and expand the Cynthia H. Tyson Leadership Series to support the QEP
- 1.5.3 Evaluate the potential of a new center to bring visibility to leadership and service in collaboration with the Rosemarie Sena Center

1.6 International Opportunity

- 1.6.1 Develop a five-year international studies program plan in close coordination with the QEP
- 1.6.2 Move international student services to Student Life and integrate international students in Student Life programs

1.7 Life and Career Transition

- 1.7.1 Increase numbers of RCW and ADP students served in career development programs

- (10% average); establish benchmarks
- 1.7.2 Increase student-initiated office contacts by 25%
- 1.7.3 Work with ABV to develop a long term plan to expand the Sena Center
- 1.7.4 Increase Career Center classroom consultations by 100%
- 1.7.5 Achieve a contact rate of 90% with new freshmen
- 1.7.6 Determine the feasibility of relocating the Sena Center, in conjunction with the new focus on leadership and service, to Wenger Hall in Summer 2007
- 1.8 *Student Centered Services*
 - 1.8.1 Implement a strengthened residential advising team
 - 1.8.2 Create a staff level CDT and evaluate the CDT system
 - 1.8.3 Produce a Residential Community Handbook of residence hall policies and procedures
 - 1.8.4 Increase communication and community among ADP students to create greater identification with MBC
 - 1.8.5 Produce a plan for responding to avian flu
 - 1.8.6 Continue Student Life and Security collaboration and conduct threat assessment
 - 1.8.7 Evaluate food service options and plan for future of food services

STRATEGIC INITIATIVE #2

Sharpen Our Focus on Academic Excellence

- ▲ Implement our QEP plan on learning for civic engagement in a global context and its two goals of intercultural competency and social responsibility
- ▲ Advance an aggressive national strategy to enroll applicants of high ability

2.1 *Threshold Experiences*

- 2.1.1 Continue to improve advising days and orientation
- 2.1.2 Inaugurate paired courses and MBC 101/102
- 2.1.3 Consider how MBC 101 will evolve to support the learning outcomes of the QEP

2.2 *General Education*

- 2.2.1 Implement the revised undergraduate curriculum

2.3 *Distinctive Academic Majors and Interdisciplinary Programs*

- 2.3.1 Through disciplinary discussions, articulate the strengths of each major and disciplinary cluster and promote in revised web pages, print materials, and recruitment communication
- 2.3.2 Evaluate majors for admissions potential, particularly the yield of high ability applicants
- 2.3.3 Consider signature enhancements to majors
- 2.3.4 Develop an interdisciplinary major in education
- 2.3.5 Implement academic program recruiting for the class of '11

2.4 *Global, Multicultural, Gender Perspectives*

- 2.4.1 Determine needed enhancements to global, multicultural and gender perspectives

2.5 *Capstone Experiences*

- 2.5.1 Produce guidelines for the Capstone Fair and implement with coordinated oversight through academic and student affairs

2.6 *Teaching, Scholarship, and Service*

- 2.6.1 Build on success of Fulbright grants; explore additional opportunities for faculty and students, including mentoring for Rhodes, Goldwater, and Truman Scholarships
- 2.6.2 Adopt institutional assessment to address the objectives of the QEP
- 2.6.3 Create faculty and staff development programs to support the development and implementation of the QEP
- 2.6.4 Develop a faculty mentoring program

2.7 *Program Enhancement*

- 2.7.1 Explore the potential of a PEG Academy for gifted young men and women
- 2.7.2 Formulate strategies for recruiting 10 more PEGs

- 2.7.3 Improve retention in PEG and VWIL and continue to meet our retention goals in the RCW
- 2.7.4 Develop an enhanced honors program and the strategies to recruit additional honors and Bailey scholars
- 2.7.5 Design a day program for ADP women in the Richmond area
- 2.7.6 Pilot new ADP on-line degree plan

STRATEGIC INITIATIVE #3

Unite and Enrich Our Community

- ▲ Simplify and clarify our structures and operations
- ▲ Enhance connections to our alumnae/i and external constituents

3.1 *Identity*

- 3.1.1 Improve our web presence
- 3.1.2 Strengthen the reputation of adult and graduate studies among internal and external constituencies
- 3.1.3 Raise the profile of teacher preparation programs internally and externally

3.2 *National/International Recognition*

- 3.2.1 Begin the process to ensure that Mary Baldwin is included in targeted national recruiting publications
- 3.2.2 Ensure our affiliation with all major organizations related to the QEP
- 3.2.3 Increase news and feature coverage of faculty, students, staff, and alumnae/i in local, regional, and national, media markets as well as in the key publications of higher education
- 3.2.4 Expand recruitment to new areas
- 3.2.5 Test effectiveness of international fairs; increase international students to 5% of incoming class
- 3.2.6 Utilize the Arnold Fund to support faculty/staff participation in national conferences

3.3 *College-Wide Learning Goals*

- 3.3.1 Integrate the college-wide learning goals into the QEP

3.4 *Linkages*

- 3.4.1 Enhance connections to alumnae/i and external constituents, utilizing the duPont Survey to inform and assess our efforts
- 3.4.2 Establish and achieve clear and measurable goals for the Class Leadership Program
- 3.4.3 Increase alumnae/i participation in reunion, hosting 300 class members for Reunion 2007
- 3.4.4 Host five focused small events for alumnae/i
- 3.4.5 Host three “all alumnae/i” regional events
- 3.4.6 Host three alumnae/i events in Staunton, three in Richmond, and three in Roanoke
- 3.4.7 Host 100 attendees for Continuing Education Weekend
- 3.4.8 Complete transfer articulation agreement with VCCS
- 3.4.9 Develop more partnerships with the Staunton community
- 3.4.10 Improve coordination within Adult and Graduate Studies division (programs, faculty, and staff)
- 3.4.11 Implement Ham and Jam Society in Richmond Regional Center
- 3.4.12 Explore potential connection with Umbau School of Architecture

3.5 *Collaboration*

- 3.5.1 Support cross college collaboration in the development and implementation of the QEP

3.6 *Vibrant, Inclusive Intellectual Climate*

- 3.6.1 Celebrate the 10th anniversary of the Office of African American and Multicultural Affairs
- 3.6.2 Celebrate the 10th anniversary of Quest
- 3.6.3 Plan for the 30th anniversary of ADP
- 3.6.4 Strengthen and coordinate support for gay, lesbian, and transgendered students

3.7 *Active Campus Social Life*

- 3.7.1 Institute more social programming in residence halls
- 3.7.2 Provide monthly events featuring wellness, community service, campus spirit
- 3.7.3 Evaluate the role of the BPB and the quality of programming including mixers

- 3.7.4 Increase voter participation in RCW elections by 5%
- 3.7.5 Strengthen student government
- 3.7.6 Increase ADP student involvement, as appropriate
- 3.8 *Fitness and Intercollegiate Athletics*
 - 3.8.1 Implement year two of the ten year strategic plan for athletics (staffing plan, sports offerings, facilities upgrades, recruitment, campus involvement)
 - 3.8.2 Transition to the USA South Athletic Conference
- 3.9 *Faculty and Staff Investment*
 - 3.9.1 Continue the salary improvement plan for faculty and staff
 - 3.9.2 Conduct a national search for a chief academic officer
 - 3.9.3 Fill vacancies in Institutional Advancement
 - 3.9.4 Explore a one-contract system for all faculty
 - 3.9.5 Implement new staff handbook
 - 3.9.6 Identify and adopt a standard employee performance management process
 - 3.9.7 Identify method and determine cost of re-evaluating all staff and hourly job descriptions and pay ranges.
 - 3.9.8 Clarify and implement our procedures for the hiring and orientation of new staff

STRATEGIC INITIATIVE #4

Renew Our Environment

- ▲ Complete Phase 3 of the Campus Master Plan and make our strengths visible

- 4.1 *Revitalized On-Campus Learning/Living Spaces*
 - 4.1.1 Complete Phase III of the Campus Master Plan
 - 4.1.2 Continue renovations of and improvements to facilities and grounds
 - 4.1.3 Benchmark Physical Plant operations and the capital planning process, analyze possible enhancements and design implementation plan
 - 4.1.4 Ensure that the QEP is visible throughout the residential campus
- 4.2 *Outstanding Facilities for the Regional Centers*
 - 4.2.1 Investigate new leased facilities for the Richmond Center
 - 4.2.2 Work with our regional centers at PVCC and BCC as renovations continue
- 4.3 *Innovative Technology Environment*
 - 4.3.1 Automate processes wherever possible
 - 4.3.2 Complete wireless installations as planned
 - 4.3.3 Evaluate efficacy of migrating to Jenzebar EX
 - 4.3.4 Investigate SMART classroom technologies

STRATEGIC INITIATIVE #5

Fund Our Future

- ▲ Plan for a comprehensive campaign
- ▲ Continue to improve our financial chemistry

- 5.1 *Strategically-Driven Financial Plans & Enrollment Management*
 - 5.1.1 Complete revisions to a long-term financial plan
 - 5.1.2 Plan a campaign
 - 5.1.3 Enroll 295 new RCW students
 - 5.1.4 Meet our retention goals
 - 5.1.5 Monitor the discount rate carefully
 - 5.1.6 Meet Adult and Graduate Studies enrollment goals

- 5.2 *Enhanced Endowment*
 - 5.2.1 Raise and receive \$1,500,000 for endowed funds
 - 5.2.2 Enhance prospective donor pool
 - 5.2.3 Strengthen a stewardship program that encourages donor interaction with scholarship recipients, increased participation and levels of giving and sense of connection to the college
 - 5.2.4 Strengthen our planned giving program
- 5.3 *Increased Annual and Capital Giving*
 - 5.3.1 Raise and receive \$2,150,000 for unrestricted purposes
 - 5.3.2 Raise and receive \$505,000 for specifically restricted gifts, including \$17,500 for the ADP Loyalty Fund
- 5.4 *Expand Sponsored Programs*
 - 5.4.1 Seek foundation grants for the QEP
 - 5.4.2 Raise \$300,000 in grants to support research and sponsored programs
 - 5.4.3 Maintain Commonwealth funding for the Virginia Women's Institute for Leadership