

- ❖ We pursued the 5 strategic initiatives that guide the strategic plan by formulating 8 priorities and 49 specific objectives.
- ❖ A complete grid is available that documents our progress on completing all 49.
- ❖ Overall, we completed more than 95% of our ambitious slate of objectives.
- ❖ This was the work of our entire dedicated community: the Board of Trustees, the faculty, staff, students, the Alumnae/i Board, the ABV, the Parents Council, our dedicated alumnae/i and friends, and the Staunton community. We should be very proud—we have worked together this year as an ensemble of orchestral proportions.

The central themes of our accomplishments are highlighted in several categories:

1. ACADEMIC EXCELLENCE

- a. Planned each of the 10 components of the MBCA
- b. Completed a proposal for General Education Reform
- c. Exceeded annual enrollment goals for ADP and MAT
- d. Initiated the SACS reaffirmation process

2. STUDENT SUCCESS INITIATIVES

- a. Reorganized the division of Enrollment Management and Student Life
- b. Completed the first year of our Noel Levitz enrollment management consultancy
- c. Heightened strategies for retention and enhanced social life

3. BUILDING FUNDRAISING CAPACITY

- a. Raised \$10,234,506 in new cash and pledges
- b. Increased annual giving participation rate, number of donors, and reunion giving
- c. Were awarded \$125,000 from Jessie Ball DuPont to build fundraising capacity over the next three years
- d. Completed in-depth evaluation research on 350 major gift prospects, and implemented gift policies and procedures

4. ADDITIONAL STRATEGIC PLANNING

- a. Completed a ten-year Information Technology Strategic Plan
- b. Completed a ten-year plan for intercollegiate athletics
- c. Completed the draft of a ten-year marketing and strategic communication plan
- d. Completed a ten-year planning framework for diversity and inclusivity

5. BUILDING COMMUNITY

- a. Completed a statement of inclusive community approved by faculty and staff
- b. Invested in enhanced faculty and staff salary improvements to achieve peer medians within five years
- c. Successfully collaborated with the Staunton/Augusta County community