



Composing Our Future: Mary Baldwin College 2014

2005-06 PROGRESS FOCUS AND ADVANCE

RECRUIT FOR SUCCESS
CREATE COMMUNITY & LAUNCH THE CAMPUS MASTER PLAN
20 PRIORITIES AND 91 OBJECTIVES

STRATEGIC INITIATIVE #1

Make Personal Transformation Our Priority

- **Complete the full development of the MBCA for Summer 2006 launch**

The MBCA is fully developed, and in August we will welcome our new students with the orientation theme “A Perfect 10”: 10 MBCA experiences for the class of 2010. Utilizing the reports of the 10 MBCA task forces we revised the first-year experience as part of the general education revision (MBC 101 and 102 and paired first year courses). An ad hoc committee selected an e-portfolio (Eportfolio.org) and provided training in May. A wellness assessment for all students was developed and funded by a generous gift. We ensured that each first-year student will have a 4-touch advising experience. We enhanced international and multicultural opportunities through expanded study abroad programs (especially during Spring Break) and through their new curricular status within the revised general education program. The Sena Center partnered with the Advisory Board of Visitors to strengthen opportunities. We piloted the Capstone Festival with resounding success and pride. ADP and MLitt both developed and successfully piloted new threshold courses.

STRATEGIC INITIATIVE #2

Sharpen Our Focus on Academic Excellence

- **Complete the General Education Plan revision**

The new undergraduate curriculum revision, the first in more than 20 years, was approved by the faculty in April. The plan provides a holistic curriculum to ensure both breadth and depth. A revised first-year experience prepares students for the general education program (with distribution requirements in arts, humanities, international studies, social sciences and history, and natural sciences). The core curriculum represents MBC’s core values in written and oral communication, mathematical and symbolic reasoning, fitness and health, experiential learning, women’s and gender studies, and diverse cultures of the U.S.

- **Bring greater visibility to the distinct nature of the college’s academic majors, minors, and interdisciplinary programs**

We brought greater visibility to the college’s distinctive academic programs this year through our new admissions website and by feature articles in the *Mary Baldwin College Magazine* and *The Cupola*. A new mailing to sophomore high school students promoted disciplinary clusters of majors. These efforts will be ongoing.

- **Develop a plan and timetable for possible enhancements to the Honors Program**

An enhanced program was developed and promoted, including: a unique first-year seminar (MBC 102, with PEG and Bailey's students working directly with the troupe at the Blackfriars Playhouse); a dean's reception and honors scholars luncheon; a living-learning community; field trips; Honors courses; enhanced merit scholarship funding; and promotion in print and on the Web.

- **Continue SACS reaffirmation process**

We maintained our timeline toward SACS reaffirmation through the work of the compliance committee; a draft of the report is completed and will be submitted on time in September. Campus-wide discussions resulted in a focus on civic engagement as the Quality Enhancement Plan (QEP) topic. The QEP committee is actively meeting and will draft the QEP narrative for fall discussion and January submission.

- **Other highlights:**

New minors in public history (in collaboration with the Woodrow Wilson Presidential Library) and peacemaking and conflict resolution were approved. We enhanced ADP summer week, taught the first international MLitt course and a summer MAT course on the Navajo reservation in Arizona. MAT garnered additional significant support for the innovative program Reading on the River. A new intellectual property policy was approved by the Board in April, and the revised faculty handbook was approved by the faculty. Our teacher preparation programs continue to grow, as represented by one-third of our 2006 graduates. To support our teacher training programs we are pursuing national accreditation through TEAC. Four successful faculty searches were completed (education, chemistry, and two in business).

STRATEGIC INITIATIVE #3

Unite and Enrich Our Community

- **Create and distribute our new institutional positioning in print and on the web**

Through a model collaborative effort, Mary Baldwin carefully articulated a new set of institutional messages and new graphic identity standards that were woven into a variety of newly designed print materials, web pages, presentations, and media releases. The success of this work is clearly evident in admissions and in our shared vocabulary about the college and its future with both internal and external constituents.

- **Achieve national recognition through at least five key citations (recruitment/recognition/presence)**

Achieving national recognition has proven challenging. While the PEG 20th anniversary attracted regional press coverage, it did not draw the national attention that we sought. In May 2006, national print, television and radio sources covered an incoming PEG student. Faculty scholarship did receive national exposure through the:

1. Associated Press news story featuring Professor Gordon Bowen;
2. Radio and Better Homes and Gardens' citations of Professor Sharon Spalding's work;
3. Christian Science Monitor article quoting Professor Carrie Douglass.

Faculty delivered 30 papers at national and international conferences and published 28 books and articles. Mary Baldwin was awarded 3 faculty Fulbrights and a visiting Fulbright TA in Arabic. Supported by the Arnold Fund, Mary Baldwin was tied for the largest college contingent at the national meeting of the Association of American Colleges and Universities in Washington, DC in January, while President Fox was selected as a presidential representative to the Council of Europe Symposium on Global Democracy in Strasbourg (June 21-23). The entire VWIL corps marched in the New York City St. Patrick's Day Parade resulting directly in an application for admission in 2007. Our communications work won 3 CASE III awards.

- **Increase connections within the college and with our alumnae/i**

Our sense of informed, connected community increased substantially through the collaborative spirit and new partnering efforts within the college and with and among our alumnae/i. Within the college, the President's Advisory Team and the President's Council on Diversity and Inclusive Community continued their important roles. Collaboration within divisions increased productivity and creativity, particularly visible in Enrollment Management and Student Life, and Institutional Advancement. Cross-division collaboration was particularly noted through the new co-location of the Business and Financial Aid offices and between Academic Affairs and Student Life. Our first college-wide newspaper, *The Cupola*, was an unqualified success in offering timely news in an informative and entertaining month publication. A new daily e-mail service, MBC Announcement Digest, simplified and clarified our internal events and opportunities. *The Mary Baldwin College Magazine* was beautifully enhanced and superbly written.

We initiated a new class leadership program, realigned the work of our dedicated parents in a new Parents Association, associated the Advisory Board of Visitors with the Sena Center, and expanded the membership and role of the National Leadership Gifts Council. The new PEG Alumnet was launched, and the Flash movie "Imagine" culminated our Annual Fund campaign. We hosted 20 regional alumnae events with over 500 in total attendance. 100 families were hosted at Family Weekend. 83 alumnae attended Continuing Education Weekend. We successfully separated Commencement and Reunion Weekend and enjoyed providing our full attention to each of these valued constituencies.

- **Implement the first year of planned enhancements to Intercollegiate Athletics**

This was achieved, primarily through the addition of another full-time coach and the initiation of turf-management programs for the athletic fields. President Fox presented this progress to the USA South Conference in May and we remain on-track toward full acceptance into the new conference for fall 2007.

- **Broadly adopt the statement of inclusivity**

The statement of inclusivity was widely distributed, posted in all academic classrooms, featured prominently in our new admissions materials, and acclaimed by all new students at the August convocation. The President's Council on Diversity and Inclusive Community worked throughout the year on our framework for nurturing an inclusive community and adopted commitment to the philosophy of inclusive excellence.

- **Increase the engagement of the student body**

We know that successful students are students engaged in activities outside the classroom. This year Student Life completed their goal to track student participation in events to create a baseline for comparison and as a means to evaluate the costs and benefits of various programs. The new welcome days and orientation programs had a positive impact on immediate engagement with the campus community.

- **Continue to establish linkages within Staunton and Virginia**

We strengthened our relationships with Woodrow Wilson Presidential Library and the American Shakespeare Center. Developing relationships emerged with the Salvation Army and the new UMBAU School of Architecture in Staunton. The new undergraduate curriculum makes it possible for us to pursue a convincing articulation agreement now with the entire Virginia Community College System, eliminating the need to forge these partnerships one college at a time. Our international linkages also expanded significantly, including a cooperative agreement with Tokyo Jogakkan Junior College.

- **Continue the enhanced salary improvement plans for faculty and staff**

The pool for faculty salaries for 2006-07 is 4.16%, of which 2.5% is a general increase and 1.66% is the salary improvement pool and promotion adjustments. 26 of 78 faculty members benefited. The pool for staff was 2.5% without a separate improvement pool. These decisions were difficult in a time of budget cuts and restraint. Dr. Askegaard and Dr. Klein prepared and presented a historical overview of our efforts to meet salary improvement goals.

STRATEGIC INITIATIVE #4

Renew Our Environment

- **Complete the Campus Master Plan and begin implementation**

Two phases of our campus master planning process were completed. Phase 1 assessed our current facilities as well as our future needs. Phase 2 produced a visionary long-term plan for the entire campus titled: Transforming Our Environment, Mary Baldwin College 1842-2042. The campus master plan was featured in the winter and spring issues of the magazine and has been widely publicized to our constituencies and has been received with great enthusiasm. The recent award of \$149,000 from the Jessie Ball duPont Fund will enable us to pursue the final phase of planning, intended to provide direction on the scope, budget, implementation timeline and concept and vignette studies of new and renovated facilities.

- **Implement the first phase of the Information Technology Strategic Plan**

The first phase toward our campus-wide wireless environment was successfully completed (Grafton and Ham and Jam Pub). The research phase for evaluating administrative software systems and plans for portal access were completed.

- **Other achievements**

Through Mrs. Smith's gift, we accomplished a demonstrable difference on our facilities and living environment. Deferred maintenance is significantly reduced. Lively new outdoor and indoor gathering spaces build community.

STRATEGIC INITIATIVE #5

Fund Our Future

- **Meet enrollment goals (for RCW and Adult and Graduate Studies) through enhanced regional and national recruitment strategies**

The budget goal of 275 new RCW students has been exceeded and we received the largest number of applications in the history of the college. We anticipate 300 new students for fall 2006. ADP experienced a 6.7% increase in enrolled hours last year, including a 108% increase in our newest regional center in South Boston which will show a profit after only its second year. MLitt enrolled 14 new students. MAT maintains its enrollment, having surpassed its 10-year 25% growth goal in 2004-05 in a single year. This success, while maintaining student quality, is proof of the new recruiting strategies, materials, and staff dedication. In addition, our alumnae represented MBC at 93 college fairs.

For new RCW students, we emphasized multiple factors in the recruitment process: academic readiness, racial and ethnic diversity, geographic diversity, special programs such as PEG and VWIL, and cost containment. SATs did not rise, but GPA rose from 3.25 to 3.30. We increased students enrolled in our top two Comprehensive Index bands with SATS above 1100 (34% of the entering class), and decreased the number of students in the lowest band.

- **Meet fundraising goals and continue to build capacity**

Our overall fundraising goal for fiscal year 2006 was \$3,500,000. We received \$5,982,000. We successfully completed the first year of Mrs. Smith's annual fund challenge to leadership donors, raising \$500,000 in cash and pledges. Though we did not meet our aggressive target for unrestricted funds, we increased unrestricted gifts by \$400,000 within two years.

Our participation rate in the annual fund rose again and the Phonathon goal was exceeded by 25%. With the exception of a single individual, giving from reunion class donors doubled over their giving in 2005 and the participation in these classes increased 34%.

- **Maintain discount rate at 42% or lower**

The discount rate for RCW ended the year 1.8% above plan at 44.4%, driven by targeted investment in financial aid consistent with the college's recruitment and retention plan. The overall composite discount rate increased a more modest .5% to 34.9% reflecting the impact of the inclusion of Adult and Graduate program revenue, which carries a lower overall discount rate.

- **Improve first-to-second year retention by 3 percentage points**

Last year we improved retention by 7.5 percentage points, reducing first-to-second year attrition from 38% to 30.6%. Our goal for 05-06 is 72.4% retention. We believe we will achieve this goal.

- **Execute a balanced budget**

We successfully ended a critical year with a balanced budget. Many factors contributed to this positive year-end, including: revised budgeting process and increased internal controls; a new budget and cash-flow reporting mechanism; and a highly successful restructuring of the 1996 IDA debt.