

2007-08 PROGRESS

Invest and Innovate

6 PRIORITIES

STRATEGIC INITIATIVE #1

Make Personal Transformation Our Priority

- ***Enroll. Grow to capacity by offering access and opportunity***

The Strategic Plan is ambitious in its goals for growth of the college. Our goal in the residential college for women is to grow to capacity (1000) by 2012 and this year our target is 311 new students. We have been highly successful in recruitment. We expect to meet our goal; current deposits stand at 305. The innovations supported by the Hipp Fund yielded immediate and impressive results.

We increased our applications by almost 15%; acceptances are up by 10%, and deposits are up 5%. Our focused enrollment efforts for PEG and VWIL have succeeded with growth of 20%+ projected for both PEG (30 new students) and VWIL (60 new students). Additionally we targeted:

- **Level 3s:** With an increase in financial aid in this ability group, we have increased these enrollments by 12%.
- **Spencer citizens:** We offered scholarships to level 2 and 3 students who applied to be citizens of the Spencer Center and to engage in community service. We received 24 applications and enrolled 66% of these applicants.
- **Bachelor of Social Work:** We marketed students interested in sociology and social work with some targeted emails and direct mail. The 39% yield of about 17 new students exceeds the average yield of 24% and indicates that pipeline marketing is likely to be productive for us.
- **AAMA:** The Office of African American and Multicultural Affairs continues to provide celebrations that engage and support students of color. While support for Hispanic students is limited, this year a solid group of involved students was established and will serve as a good foundation to build upon.
- **Athletes:** There is no good baseline for athletic recruiting, but the arrival of full-time coaches was expected to produce enrollment results. To date 33 athletes (applicants with whom coaches have worked) have enrolled in MBC.
- **The sciences, and especially premedical sciences:** Targeted communications along with active involvement of science faculty in the admissions process has produced results. This has been an area of concern for us regarding yield in recent years, and of the 158 accepted applicants in the premedical sciences, 63 have enrolled. The yield of 39% is excellent.

By 2012 Adult and Graduate programs are intended to grow by 25%. Adult and Graduate Studies (AGS) is on track to meet its long-term enrollment targets. The Adult Degree Program (ADP) surpassed its enrollment 2007-08 goal of 13,500 with 13,708.5 enrolled hours in 2007-08.

The Master of Arts in Teaching (MAT) projects an enrollment of 2,341 hours against a goal of 2300. MLitt/MFA anticipates reaching its goal of 20 first-year students.



- **Support. Provide the environment for success**

The goal of the college is to provide the environment for student success by embracing and supporting all students and by strengthening our cross-college commitment to retention. The ten experiences of the Mary Baldwin College Advantage are all in-place. The MBCA and the following initiatives have helped to enrich the environment of success:

- **Orientation.** Freshmen orientation has received positive evaluations due largely to an excellent team of orientation leaders and a schedule that works reasonably well. Faculty involvement is critical.
- **MBC 101.** This year's collaboration between faculty and staff in delivering the MBC 101 class has been a success. Faculty, staff, and students have given the class a good assessment overall and the course will be continued with minor modifications in the coming year. The reasons for the success are: staff-faculty collaboration, small classes, grouping by learning community, focus on engagement and academic planning.
- **Learning communities.** Learning communities produce positive results in the residential community. Students reported enjoying having classes with their hall mates and student life staff report increased camaraderie in first-year halls in '07-'08. The learning communities are: MBC 101 sections, PEG, VWIL, Ida B. Wells, honors (2), athletes.
- **Wellness.** Emphasis on student wellness has been enhanced through a new web site that is regularly updated and through the continuing dissemination of *Dear John*. New healthy meals options in the dining hall and an expanded vegetarian menu have been well received.
- **RLCMT and Early Alert.** The Residence Life Crisis Management Team, flagging social, emotional and behavioral problems and the Early Alert Team, flagging academic problems of first year students, have been instrumental in identifying and resolving student problems this year. The keys to success are timely problem identification, rapid intervention, effective and timely interventions from Counseling and Psychological Services, and follow-up. An excellent on-call staff is to be commended. Crisis intervention is labor-intensive but should pay-off in persistence and academic achievement.
- **Housing.** Housing students and then managing their room mate relationships poses challenges and was accomplished expertly this year as part of the RLCMT process.
- **Sophomore Year Experience.** We have begun a more deliberate focus on the student's second year. The Baldwin Program Board is increasingly effective in reaching out to more students and being more responsive to diverse interests as they schedule student activities. The Student Senate is demonstrating increased capacity to serve as the voice of the students.
- **Practical and experiential learning.** The Spencer Center for Civic and Global Engagement has exceeded expectations. Following a successful launch in the fall, the Center continued effective programming throughout the year. The annual theme, *Voices*, was incorporated into Orientation and MBC 101, giving each special focus.
- **International opportunity.** Through the Spencer Center, MBC has created strong linkages with international travel opportunities. This year culminated in a record number of RCW students traveling for May Term (102). In addition, 18 MLitt/MFA students studied in England and Italy.
- **Career and life transition.** MBC has not extended and deepened career services as planned. We did strengthen the connections between the Advisory Board and Visitors and the Sena Center for Career and Life Planning and the Alumnae/i Board is expected to join forces in the coming year to enhance professional mentoring of students.
- **Student-centered services.** A number of initiatives improved services to students. A task-force on at-risk students introduced two policy changes concerning probation and replacing "F" grades to



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assist students in improving academic progress. The pandemic planning committee extended its mission to encompass disaster preparedness and made good progress in preparing for emergencies affecting the community. Safety and security initiatives, including the BAM alert messaging system and siren warning systems, have been implemented and tested with excellent promotion by CoMPA and wide involvement from the community. The in-sourcing of the security function and training of staff have led to improved services and stronger commitment to the MBC community.

In Adult and Graduate Studies, the emphasis in supporting students has been on threshold experiences and their assessment and on communication. MBC 101 for adult students continues to be a successful gateway course and the introduction of such a course in MLitt (REN 501) will be modified and strengthened in the coming year. Both ADP and MAT have increased and improved the regularity of communications with their students, largely through e-mail.

The MBC Class of 2008 boasted exceptional accomplishments, including the fact that 70% of the graduating VWIL cadets commissioned into the Armed Services — more women preparing to lead our country than commissioned from VMI and Virginia Tech combined.

We participated for the first time in the National Survey of Student Engagement. Women's colleges scored substantially higher than NSSE respondents overall (610 colleges and universities nationwide) on all five benchmarks of engaged learning inside and outside the classroom. MBC reached the top 10% in the nation and outperformed other schools in both of our peer groups (women's colleges and small master's level colleges and universities).

While much has been done to foster student success within the RCW, continuing concerns about retention suggest that this is an area for focus and action in the coming year. Reaching our goal of 1000 students in the Residential College for Women is dependent not upon growth in entering students alone, but also upon improving retention.

STRATEGIC INITIATIVE #2

Sharpen Our Focus on Academic Excellence

- ***Create. Create enhancements to existing programs and create new programs***
Fundamental to personal transformation is the academic program, specifically general education, distinctive majors, interdisciplinary teaching and learning, and emphases related to multicultural and gender perspectives throughout the curriculum. In 2007-08 stress was placed on innovation across the college, with particular consideration given to innovations that promise to contribute to enrollment and retention. The president's charge to the college "to invent" received enthusiastic response. The following innovations were generated by faculty and staff:
 - **BSW.** The Bachelor's degree in social work was planned and approved by faculty and admissions launched targeted recruiting of prospective students. With generous support from an alumna, we were able to hire a second full-time faculty member and thereby meet the requirements to apply



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for professional accreditation in social work. We have already received our preliminary approval and expect to complete the process for full accreditation by fall 2009.

- **BA-MLitt.** A 3-2 program permitting students to receive in five years their undergraduate degree in theatre and their graduate degree in Renaissance literature in performance was designed and approved by faculty.
- **B-MAT.** A 3-2 program leading to a masters degree in teaching was developed and approved facilitating movement of undergraduate students to the graduate program in education.
- **EBL.** The masters degree in environment-based learning is directed to in-service teachers.
- **International Business and Economics.** This new major combines the strengths of two departments and supports the mission of the Spencer Center.
- **Global Poverty and Development and US Poverty Analysis.** These two new minors contribute to civic engagement in a global context.
- **Premedical Sciences.** The faculty developed enhancements to the advising strategy for students interested in a variety of medical careers. Admissions worked closely with faculty to promote the premedical sciences.
- **Physical Sciences.** The curriculum was revised and reorganized to center on environmental issues, materials science, biochemistry, science education, and the business of science. A new assistant professor of chemistry was hired to support the program enhancements.
- **Business Administration.** The business administration department conducted a broad-based review of its program and revised the major to place social, financial, and environmental responsibility at the core.
- **Special Education.** An undergraduate minor in special education is in process.
- **Civic Engagement.** The semester-of-service, a 9-hour course and practicum in the community is the foundation for a minor in civic engagement to be completed in the coming year.
- **Enrollment.** Two investments in enrollment in PEG and VWIL contributed to increased numbers in both programs.
- **Assessment of Residence Life.** A norm-referenced assessment was funded and will be implemented in 2008-09 to develop a better understanding of the residential experience.
- **PEG.** During summer 2008 PEG will conduct retention research and will plan for a one-week PEG academy for gifted high school students to be piloted in June, 2009.

Clearly the goal of achieving five innovations was exceeded and there are early indications that the innovations will affect enrollment and retention, as planned. The Hipp Innovation Fund was instrumental in these achievements.

In addition to curricular and co-curricular innovations, the academic program demonstrated excellence in several ways.

- The Richmond ADP office celebrated its 25th anniversary.
- ADP opened its sixth office in Hampton, VA at Thomas Nelson Community College and began the process of opening a seventh office at Rappahannock Community College.
- The Global Honors Scholars Program was fully implemented this year and included support for international travel to Costa Rica and for participation in alternative spring break service activities.
- Civic engagement activities were integrated into more courses. As part of our QEP, civic engagement in a global context is required within each major across the college.



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- The Capstone Fair was very successful and attracted excellent community participation. Thirty women in the RCW and ADP vied for the top prizes and this year the Fair published a booklet highlighting each student and her project and a website was created.
- The MBC team of four bright women representing all undergraduate classes won the 2008 VFIC Ethics Bowl.
- CoMPA launched new web sites for most departments and academic programs, and admissions collaborated successfully with faculty in several recruiting initiatives.
- MBC received accreditation for our teacher education program from TEAC (the Teacher Education Accreditation Council).

Our outstanding faculty were highly successful in their scholarly endeavors this year. They:

- Published 5 books, 10 reviews, 40 articles and chapters.
- Edited 5 publications.
- Delivered 40 scholarly presentations and mounted 14 exhibitions and performances (musical and theatrical); several juried scholarly presentations were made jointly by faculty and their students.
- Attended 57 conferences or workshops and served on panels.

Six faculty served as visiting scholars.

- Dr. Carrie Douglass was awarded a fellowship at Monticello.
- Dr. Sally James served as scholar-in-residence at Gordon College's Orvietto Program and was a Visiting Scholar at the American Academy in Rome.
- Dr. Lise Keiter-Brotzman held masterclasses at Idaho State University and Virginia Tech.
- Dr. Sarah Kennedy served as Alumnae Visiting Poet at Vermont College.
- Dr. Judy Klein was a visiting scholar at *l'Ecole normale superieure* in France.

Two faculty received Fulbright appointments:

- Dr. Vladimir Garkov and Dr. Robert Grotjohn. Kathy McCleaf was awarded her Ph.D.

The intellectual life of our campus was greatly enriched by the presence of two Fulbright Scholars and a large roster of distinguished international visitors. Our two Fulbright Scholars were Heba Mahmoud Abdel-Naby (teaching Islamic art and culture) and Ibtihaj Al-Arimi (teaching assistant in Arabic). We did indeed bring the world to MBC, including our Doenges Scholars, human-rights activist Dr. Judith Blau and Renaissance feminist scholar Dr. Carol Levin; Dr. Harry Anastasiou, speaking about peace and reconciliation in Cypress, the American ambassador to Cypress, Andreas Kakouris; Indian musician Srinivas Krishnan; and Janine Antoni as our Firestone Lecturer in Contemporary Art.

Although some progress was made, these initiatives are incomplete: the review of the general education program, the analysis of and response to the NSSE data, examination of the curriculum for its coverage of multicultural and gender considerations, enhanced support for student research, and programming for Hispanic students.



STRATEGIC INITIATIVE #3

Unite and Enrich Our Community

- *Align and Connect. Make our mission evident everywhere*

In 2007-08 Mary Baldwin has agreed to make student success a value that drives college operations. We believe that the Spencer Center and the ideals it represents are critical to making our values evident and lived throughout the community.

Our greatest achievement in making our mission evident was the launching and implementation of the Spencer Center for Civic and Global Engagement. The gala opening on October 11, 2007 and the activities of the center throughout its inaugural year speak volumes about international connections, service to others, inclusivity, and academic excellence. The annual theme “Voices” served very well as a cross-college focal point for events and for curriculum enhancements as did the leadership lecture by Venus Williams and the commencement address by Musimbi Kanyoro. And, Mary Baldwin had one of the largest college contingencies at the Clinton Global Initiative University, held in New Orleans. For the 15 students attending, the experience was transformational.

Other efforts to align our community and strengthen our mutual ties included:

- **National Recognition.** Mary Baldwin College received excellent coverage in the Washington Post (PEG) and the NBC-affiliate in Northern Virginia. News items featuring VWIL, the Spencer Center, and Venus Williams also were widely disseminated. Mary Baldwin appears in *Baron’s Best Buys in Higher Education* and in the *Guide to Service Learning Colleges*.
- **Promotional Materials and Publications.** Print materials were developed and distributed for athletics, the BSW, and the Office of African American and Multicultural Affairs. Banners on campus conveyed key messages regarding college identity. Readership of *The Cupola* increased by 36%.
- **Fitness and intercollegiate Athletics.** Achievements in this area are notable including demonstration of our competitiveness in our new conference, USA South and our receipt of two sportsmanship awards for soccer and softball. Intramural sports got underway and “school spirit” shown particularly during basketball season. Jessica Carter (’08) ranked third in the nation in the top scorers for women’s basketball and established the college’s all-time scoring record.
- **Institutional Advancement.** Almost 200 volunteers are responsible for our successful Class Leadership Program. More than 350 alumnae attended Reunion 2008. Relationships are being developed with new donors and foundations as well as local businesses.
- **Recognizing service.** We honored eight recent retirees in May, who in total had been dedicated members of the Mary Baldwin community for 210 years. At the May Staff Appreciation breakfast, we honored colleagues at milestones of service between 5 and 35 years, for a total 460 years of service.
- **Compensation.** Although no general salary increases were available this year, we were able to continue the faculty and staff improvement pool, adjusting salaries so warranted by peer and market comparisons. 25 faculty received salary improvement adjustments. A total of 84 out of 103 classified staff received salary improvements.
- **One-Contract System.** Following two years of discussion and a unanimous faculty vote, the Board of Trustees approved a single contract system for all Mary Baldwin full-time faculty. This action



merges the two previously separate systems set forth in the Faculty Handbook: (1) the tenure process for all tenure-track Residential College Faculty members; and (2) the term-contract system in place for Adult Degree Program faculty. A single tenure contract system will henceforth apply to all full-time faculty hired into tenure-track positions in the RCW, ADP, and graduate programs, and such a change converted the current ADP faculty on renewable six-year term contracts to the status of tenured. This is an important step toward uniting and enriching our community.

Challenges continue to confront us in the areas of alignment and connection. Bringing student success squarely into focus is essential. We must continue to sharpen our identity and enhance the MBC web site as a means of positioning the college and we must assess how cross-college committees such as PAT and PCDIC can best serve to align and enrich our community.

STRATEGIC INITIATIVE #4

Renew Our Environment

- ***Complete. Complete key projects of the campus master plan***

Our commitment in 2007-08 was to completion of the campus master plan Phase III, to investing in facilities and technologies that would affect enrollment and retention, and to heightened emergency preparedness and communication. These objectives were achieved.

- **Campus Master Plan.** We continued to work with Geier Brown Renfrow throughout the year, with focus on Pearce and the Village for the Arts. John Wittmann worked continuously and closely with faculty in both areas. We modified our expectations and came to consensus on both projects. Pearce is now at a highly advanced state of planning, with final detailed drawings and a comprehensive price estimate. The Village for the Arts is undergoing a final revision based upon faculty input and tours to other arts facilities. This work should be completed by September.
- **Technology.** With Booth-Ferris grant funding, we completed the wireless project and enhanced technology in classroom across campus.
- **Virtual Classroom.** ADP piloted a virtual classroom technology and signed a contract with *Illuminate* to provide MBC with a 10-person virtual classroom.
- **Report Writing.** As part of our Jenzebar conversion, we implemented “Info-Maker,” a vast improvement over the prior system. Implementation of the latest release of the Admissions Module is underway.
- We moved the Richmond office to new quarters that positively affect learning, and prioritized our capital improvement projects for residential and academic facilities.

In addition, we signed the President’s Global Climate Initiative, renovated the Spencer Center guided by sustainable practices, extended our recycling program, and devoted women’s history month to the “Voices of Mother Earth.”



STRATEGIC INITIATIVE #5

Fund Our Future

- ***Achieve. Achieve the campaign for Mary Baldwin and Financial Sustainability***
Our goal this year was to complete the Smith Challenge and successfully launch the campaign for Mary Baldwin. We achieved and surpassed each goal.

Institutional Advancement led the way to exceeding the targets for unrestricted gifts and endowment gifts received by the college. We received \$2.3 million in unrestricted gifts to the annual fund, above our goal of \$2 million. We successfully completed the 2008 Smith Challenge to the annual fund through the generous support of the 2008 Reunion classes and the Parent's Association. We completed the three-year Smith Challenge, exceeding the \$13.5 million total, raising a total of \$17.9 million toward our campaign goal. Overall, we received a grand total of over \$6.8 million in gifts during the 2007-08 academic year.

The Campaign for Mary Baldwin is moving forward, as we are nearing the completion of the board solicitation phase and we have implemented the organization structure for the campaign, led by the Steering Committee. We have begun to work with a campaign consultant, the firm of Washburn & McGoldrick.

- ***Manage. Manage for financial sustainability.***
Fiscal year 2008 ended successfully with a balanced budget and a continued increase in cash reserves. We are working effectively according to our long-term strategic financial plans, although we — as all institutions — are adjusting to respond to a volatile market and an uncertain economy. The state's reduction in the funding for the Virginia Women's Institute for Leadership places some additional tensions on the 2009 budget.

Our success this year is attributed to controls on spending, a stable discount rate, achievement thus far of our milestones of enrollment growth across programs, and our disciplined reduction of the draw on the endowment. Our excellent financial monitoring tools manage this fiscal discipline effectively.

We held open budget forums for all faculty and staff in September, and the President provided regular budget updates to the community throughout the year as we strive to offer transparency and encourage open discussion.