

MBU 2025



CONTEXT

MBU 2025 is an evolution and update of the university's strategic plan, *Mary Baldwin 2020*.

The Mary Baldwin community engaged broadly and deeply to co-create the strategic plan, *Mary Baldwin 2020*, approved by the Board of Trustees in 2014. A central goal of the 2020 plan was to evolve our organizational architecture, staffing, and resource allocation to: ensure a sustainable synergy among programs to attract new markets of students; strengthen the institution's stature; and provide resources for reinvestment in our community.

The 2020 plan provided a transformational basis for our evolution to Mary Baldwin University. Its objectives have been largely achieved.

Out of what was a "constellation of communities," we have now built the structure of our distinctive small university. The Ever Ahead Campaign, a centerpiece of the 2020 plan, was completed, having exceeded its \$80 million goal.

Other key changes include our conversion from college to university; the expansion of new graduate degrees and colleges; a new approach to online programs at the undergraduate and graduate levels; the admission of male students to our residential campus; and a new creative approach to the Mary Baldwin College for Women. Also, in 2017 a new fundraising campaign, Invest for Impact, was launched.

As we approached 2020, therefore, we conducted a yearlong process to evolve and update the plan to reflect our university today and guide us to 2025. *MBU 2025* is a flexible framework, focusing on five strategic imperatives that will enable iterative, nimble, ongoing planning informed by constant monitoring of the fast-moving changes and challenges to higher education. The framework will serve as the basis for annual university goals and annual goals at each vice presidential unit level.

OPERATING PRINCIPLES

- Enrollment of 2,500 students is a sweet spot that promises to make the university sustainable for generations while maintaining the personalized scale as a student-centered university.
- We will fundamentally transform our business model whereby each constituent part of the university (including residential, online, and graduate programs) contributes to the overall sustainability of the financial ecosystem.
- Meeting our enrollment and fundraising goals will guide substantial progress toward our components of financial sustainability:
 - Annual cash margins greater than 2% of net tuition
 - Financial reserves (one year+ of cash operating reserves)
 - Growth in the endowment through gifts and the cash margins from operations and gifts
 - Funding for a phased compensation plan
 - A capital ratio greater than one-to-one that funds depreciation and reduces deferred maintenance
- We will continue to elevate the prestige and positioning of Mary Baldwin University.
- We commit to operational effectiveness in systems, processes, and infrastructure to live our promise as a student-centered university.
- We will enhance our signature portfolio of programs spanning pre-baccalaureate credentials to undergraduate, master's, and doctoral degrees, offered in residence and online to a broad spectrum of learners. To do so, we must align our financial and human resources to ensure that our students have access to state-of-the-art traditional majors in the liberal arts as well as cutting-edge programs in high-demand fields. We will continue to respond creatively and efficiently through program innovation to trends in higher education and the workforce. We will enhance the student experience through high-impact practices in the curriculum and co-curriculum.
- We will advance our commitment to a diverse and inclusive community of faculty, staff, and students prepared to lead global change.

MISSION

Mary Baldwin empowers leaders to pursue lives of purpose in a changing world.

As a distinctive small university committed to its rich heritage as an inclusive, women-centered liberal arts college, Mary Baldwin fulfills its mission by providing undergraduate, graduate, and professional education to a diverse population of women and men. It emphasizes high ethical standards and the development of critical, creative and reflecting reasoning as the foundation for fulfilling, engaged, and meaningful lives.

VISION

In 2025 Mary Baldwin will be a distinctive small university unlike any other in Virginia, preparing more than 2,500 enrolled students to be tomorrow's leaders.

CORE COMMITMENTS

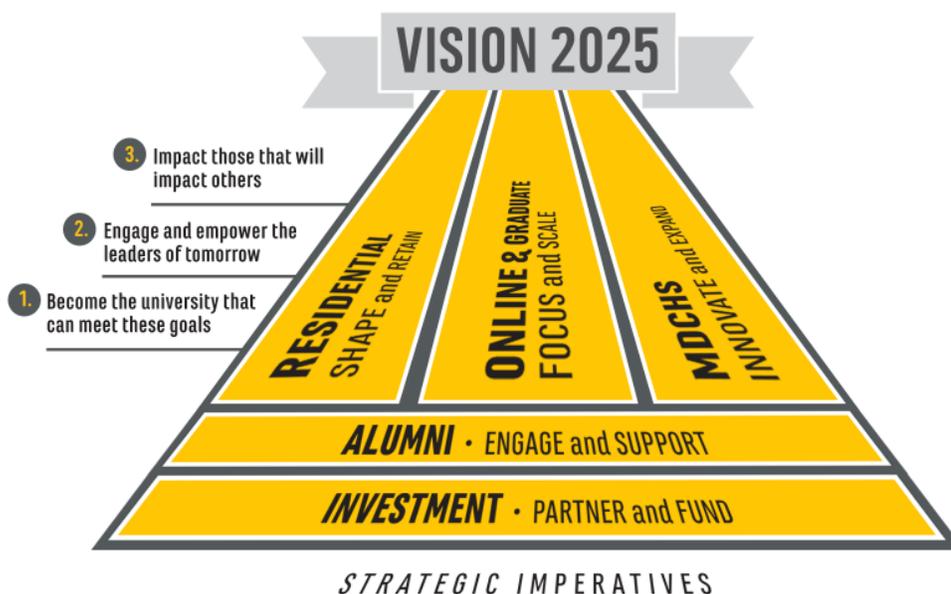
The world needs more Mary Baldwin graduates. We pursue our mission as we empower our students and alumni to be:

CRITICAL CREATIVE THINKERS — Academically prepared to lead in their chosen fields and in an economy experiencing profound disruption.

COMPASSIONATE CHANGE MAKERS — Leaders with the ethical foundation to make grounded decisions, offer solutions to create value for society, and inspire others to pursue what is right.

CHAMPIONS OF GENDER EQUITY AND CULTURAL INCLUSIVITY — With the respect and empathy to lead and celebrate difference, women and men empowered to make an abiding commitment to gender equity, cultural competence, and fostering a campus that lives its diversity and inclusivity as an authentic model for our changing world.

CITIZENS EMPOWERED TO IMPACT THE WORLD AROUND THEM — Not just in the workplace, but through civic and global engagement, as resilient and reflective citizens who understand the importance of giving back, inspired by our thousands of alumni who are the embodiment of Mary Baldwin, and whose life achievements mirror our mission and entrepreneurial spirit.



1 / RESIDENTIAL: SHAPE AND RETAIN

Through student profile and academic distinctiveness, shape and retain residential enrollment at approximately 1000 students.

While many private colleges and universities are struggling to meet their enrollment goals, MBU begins this plan with two consecutive years of record enrollment and about 900 students in the residential program. Demographic projections indicate that the effects of declining birthrates will continue through 2026. Regional non-elite universities are predicted to struggle the most, and in Virginia and beyond many private colleges and universities are struggling to meet their enrollment goals. Institutions with demonstrated success in recruiting and graduating an ethnically and socioeconomically diverse student body will be best positioned for success.

Key to reaching these growing student populations will be the perceived and actual return on the investment in education through a supportive educational and student life experience; academic excellence and innovation in curricular offerings and co-curricular support for career readiness; and high rates of persistence to graduation. With two record-setting classes at the time of plan implementation, Mary Baldwin is prepared to build on its success with systematic plans for shaping future classes; improving retention; and responding to the needs of this generation of traditional-age students.

2 / ONLINE & GRADUATE: FOCUS AND SCALE

Focus, scale, and partner to grow online and graduate enrollment.

Mary Baldwin has been a leader in the education of non-traditional learners for more than 40 years, enabling thousands of students to complete their degrees and advance their careers with flexible course delivery modalities and personalized support. The Adult Degree Program has evolved into MBU Online, a program of twenty six online degrees which is open to students in all fifty states. Increasing competition for online students and innovative ways of responding to the needs of learners and their employers—from stackable credentials to virtual badges and 'learn as you earn' initiatives—have challenged small institutions to keep up with a rapidly changing market. MBU is no exception.

Moving forward, we will focus our efforts to provide state-of-the-art degrees and credentials through MBU Online and to explore partnerships that could scale up selected programs. The university will continue to build out new educational and student support infrastructure to meet or exceed the expectations of its increasing population of online students.

3 / MDCHS: INNOVATE AND EXPAND

Innovate and partner to implement the next phase of the Murphy Deming College of Health Sciences.

Since its opening in 2014, the Murphy Deming College of Health Sciences has achieved a standard of excellence that surpasses even the ambitious hopes we had for its success. The three founding cohort programs are at capacity; a robust national slate of affiliation agreements and partnerships support the clinical requirements of our programs; and our graduates are posting extremely high pass rates on licensure exams and initial career placements. The 53,000-square-foot inaugural building is filled to capacity.

The second phase of the college is underway and is already organized into three complementary schools, delivering its hallmark approach to interprofessional healthcare education. Online programs in Nursing and Health Care Administration are growing. A timeline for launching the Doctor of Nursing Practice (non-clinical and clinical) is under development. The college is increasingly supporting the residential undergraduate campus, with majors in Health Care Administration, Exercise Science, and Health Sciences. Facility enhancement and expansion will be necessary to realize phase two growth.

4 / ALUMNI: ENGAGE AND SUPPORT

Broadly engage and support our alumni.

We are committed to our more than 17,000 living alumni who are the embodiment of Mary Baldwin. Having completed a comprehensive alumni survey at the time of plan implementation, it is clear that a renewed focus on our graduates is imperative following the significant series of transitions undertaken in the past ten years—especially the college-to-university shift and the move to residential coeducation.

Mary Baldwin will create, invest in, and sustain a robust alumni engagement program that builds upon the loyalty and affinities of our alumni, even as we establish new approaches to cultivating upcoming and recent graduates of the new university structure. We will engage and equip our graduates to pursue lifelong learning and to inspire the students who follow them. Finally, the university is committed to offering best-in-class stewardship to our alumni donors and friends as we work together to realize the promise of the vibrant institution we cherish.

5 / INVESTMENT: PARTNER AND FUND

Garner significant new investment in our future through philanthropy and committed community partners.

As we launch MBU 2025, the division of University Advancement is building toward a vital future under the direction of our new vice president. The Invest for Impact campaign is designed to achieve the fundraising priorities necessary to ensure the success of this updated strategic plan. Opportunities for support are carefully aligned to be embraced by internal and external stakeholders. It is imperative that we expand our reach to new donors and new sources of institutional funding as well as inspire and steward current and past supporters.

We also renew our commitment to nurturing and expanding regional community partnerships to new levels and to cultivating select national and international partnerships. Within our regional community, Mary Baldwin aspires to be an educator of choice; an economic engine; and a creative partner in solving key social needs and challenges.