

## **Board resolution of April 26, 2023**

*Be it now resolved that:*

The Mary Baldwin University Board of Trustees, based on its collaborative work with EY-Parthenon, endorses a strategic direction to reimagine residential undergraduate education. Implementation will begin immediately and requires a range of far-reaching actions and decisions.

The following guiding principles will be the foundation for our work ahead:

- (1) As an entrepreneurial leader in higher education, we strive to live our mission fully and meet the rapidly evolving needs of our students, empowering inclusive leaders to create lives of purpose and professional success in our changing world.
- (2) We serve our mission through three primary populations: undergraduate and graduate residential; undergraduate and graduate online; and the Murphy Deming College of Health Sciences. To enable a financially sustainable path forward, each mission-serving segment must contribute positively to annual net revenue within the next 3-5 years.
- (3) Based upon deep analysis of internal data aligned with extensive external market research, we will design and launch a new undergraduate experience beginning in the fall of 2025 that will lead the way for both MBU and higher education. This innovative approach will combine the best of a liberal arts foundation, engaged learning, and intentional workforce preparation.
- (4) We will establish an academic portfolio that includes innovative components and pedagogies leading to the baccalaureate degree; a compelling liberal arts core, professional certifications, and skill-based outcomes; and a concentrated, focused core of academic majors aligned with evolving market trends to prepare students for the new economy and professional success throughout their career.
- (5) Key components of the residential reimagining include, but are not limited to:
  - Intentional career and life preparation provided by the McCree Center for Life Success, serving the reimagined undergraduate population, online, Murphy Deming College of Health Sciences, and our alumni.
  - A revitalized learning and living environment on the main campus that enables interactive

learning and vibrant campus life.

- A new competitive pricing structure and university marketing and positioning strategy to elevate this innovative opportunity nationally.