

Our Plan for 2030

OUR VISION: CREATING INNOVATIVE PATHWAYS FOR ALL

Elevating diverse learners through student-centered, career-aligned pathways deeply rooted in the essential skills of a liberal arts education.

Elevate MBU will strengthen our commitment to innovation and access, prepare graduates for careers and lifelong success, and address emerging needs in local and global communities.

OUR STRATEGIC DIRECTION

Achieving the goals and objectives in this plan, will position Mary Baldwin to:

- > Be a top choice for organizations seeking diverse talent,
- > Become a premier regional partner for healthcare education,
- > Advance adult and online students' professional trajectories, and
- > Accelerate degree pathways that launch students to lives of purpose and professional success.

OUR PLAN

Theme 1: **ADVANCE:** We will champion an aggressive agenda for student success, launch a redesigned undergraduate student experience, and enhance student, faculty, and staff development and wellbeing.

Theme 2: **OPTIMIZE:** We will drive institutional innovation, growth, and sustainability by better aligning our academic offerings with workforce needs, expanding online and healthcare programs, enhancing financial resilience through strategic fundraising, and modernizing our operations, facilities, and technology infrastructure.

Theme 3: **CONNECT:** We will foster an inclusive and diverse campus, strengthen community and industry partnerships, and enhance alumni engagement and leadership to support Mary Baldwin's mission and growth.

ADVANCE

Success, learning, growth, and wellbeing for students, faculty, and staff

We will champion an aggressive agenda for student success, launch a redesigned undergraduate student experience, and enhance student, faculty, and staff development and wellbeing.

Key Metrics

- Increase undergraduate retention rates from 64% to 70% and undergraduate six-year completion rate from 45% to 50%
- Increase number of students in jobs in their field within 12 months after graduation by 20%
- Increase employee retention rate to 85%

GOAL 1: Embed student success and career preparation throughout every aspect of the student experience across undergraduate and graduate programs

Strategic Objectives

- Implement a redesigned undergraduate experience including a multidisciplinary liberal arts common curriculum and a portfolio teaching students to articulate and integrate durable skills
- Develop and implement an aggressive student success agenda focused on completion, in partnership with the Gardner Institute's Transforming the Postsecondary Experience initiative
- Scaffold career exploration, preparation, and reflection throughout the undergraduate and graduate experience with the support of the McCree Center for Life Success

GOAL 2: Champion student belonging, wellbeing, and engagement to improve retention, completion, and lifelong success

Strategic Objectives

- Redesign the Student Engagement division to increase focus on student wellbeing, engagement, and leadership for residential, online, undergraduate, and graduate students in close collaboration with Academic Affairs
- Develop structures and systems to ensure every student builds a mentoring network and establishes relationships for lifelong learning and success
- Invest in the academic and athletic success of student-athletes, including enhancement of MBU athletics programs and facilities
- Enhance recreation and wellness spaces for Staunton and Fishersville campuses as part of holistic commitment to wellbeing

GOAL 3: Enhance faculty and staff professional learning, support, and wellbeing

Strategic Objectives

- Create a long-term plan for enhancing employee benefits and compensation
- Develop new Center for Teaching & Learning and related support systems and programs to enhance faculty development and community across Gold, Palmer, and Murphy Deming colleges
- Expand annual offerings for campus-wide professional learning and enhance onboarding and orientation programming for faculty and staff

OPTIMIZE

Strategic finance, operations, and investment for innovation and growth

We will drive institutional innovation, growth, and sustainability by better aligning our academic offerings with workforce needs, expanding online and healthcare programs, enhancing financial resilience through strategic fundraising, and modernizing our operations, facilities, and technology infrastructure.

Key Metrics

- > Double online student enrollment
- > Undergraduate residential enrollment increases by 15% and fill 95% of residence halls
- > Increase graduate program enrollment by 15%
- > Increase the endowment by 15%, and reach \$5.5M in annual philanthropic commitments

GOAL 1: Increase enrollment by investing in academic programs aligned with regional workforce needs and student interests

Strategic Objectives

- Optimize recruitment and increase total enrollment in online programs in Palmer College of Professional Studies & Murphy Deming College of Health Sciences to meet critical workforce demands
- To meet regional health care shortages, conduct feasibility study to establish new nursing program(s) at Murphy Deming College of Health Sciences
- Increase undergraduate residential enrollment through targeted recruitment focused on accelerated pathways to graduate school, cohort programs such as the Virginia Women's Institute for Leadership and athletics, and community college transfer
- Establish Mary Baldwin brands in and beyond Virginia as provider of high-quality, affordable, efficient career-aligned pathways

GOAL 2: Improve university financial systems and ensure long-term sustainability and innovation

Strategic Objectives

- Increase net revenues generated by Gold, Palmer, and Murphy Deming colleges, while maintaining institutional commitment to access and affordability for students and families
- Launch a comprehensive fundraising campaign focused on enhancing student success, scholarships, and campus spaces
- Identify and procure grants focused on student success, workforce development, and research, and plan for additional structures to support grant procurement

GOAL 3: Improve campus operations, facilities, and technology to foster better institutional efficiency and effectiveness

Strategic Objectives

- Expand data use, access, and training to enhance data-informed decision-making across the institution to improve student success
- Update and expand technology infrastructure and integration of artificial intelligence to meet the evolving digital landscape and needs of students, faculty, and staff
- Develop campus master plan to prioritize academic, student life, and athletic facilities improvements and expansions on Staunton and Fishersville campuses
- Better align internal communications to ensure clear and consistent messaging to all constituents and enhanced collaboration across university departments

CONNECT

Inclusive excellence, alumni engagement, and partnerships that build community

We will foster an inclusive and diverse campus, strengthen community and industry partnerships, and enhance alumni engagement and leadership to support Mary Baldwin's mission and growth.

Key Metrics

- Increase undergraduate internship completion rates from 25% to 50%
- Grow regional alumni chapters in 12 key networks and launch 4 alumni affinity groups
- Increase alumni giving participation to 12%

GOAL 1: Enhance inclusive excellence across the University

Strategic Objectives

- Create a campus-wide inclusive excellence steering committee and action plan to increase belonging and design and advance equitable systems that support students, faculty, and staff
- Develop and implement intercultural and multifaith learning for all students, faculty, and staff
- Work to ensure our faculty and staff represent our student body through intentional recruitment practices, employee resources groups, and additional employee retention strategies

GOAL 2: Expand partnerships with business, nonprofit, and governmental organizations in Virginia and nationally

Strategic Objectives

- Build structures and programs through the Spencer Center to facilitate ongoing partnerships between MBU and the Staunton, Augusta, and Waynesboro communities
- Expand regional and statewide partnerships and pipelines to support student internships, clinical placements, jobs, and workforce development
- Engage with local, state, and federal policymakers to secure additional resources that continue to make MBU as affordable and accessible as possible

GOAL 3: Create lifelong relationships with alumni through engagement and leadership opportunities

Strategic Objectives

- Launch Alumni Advisory Council and expand affinity and regional alumni chapters to support increased collaboration and connection among alumni, students, and the university
- Increase alumni participation, recognition, volunteer opportunities, and giving as well as engagement with students