

IMPLEMENTATION PLAN
FOR
THE COLLEGE'S STRATEGIC
DIRECTION

Report of the

Strategic Plan
Implementation Working Groups
and Steering Committee

for Review and Comment

May 2007

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INTRODUCTION

On September 9, 2006, the Board of Trustees of Randolph-Macon Woman's College approved a strategic plan that included the decision for the College to become coeducational in fall 2007, to build on the historic strengths of the College in global education, and to build on the strength of engaged student learning in an honors environment of active intellectual inquiry. The Strategic Plan identified specific goals related to curriculum development, enrollment growth, alumnae engagement, coeducational environment, financial sustainability, and integrated communications. The Plan charged the President of the College and the President of the Board to appoint a working group corresponding to each goal to develop strategies and timelines for the goal's implementation.

President Virginia Worden and the Board leadership appointed six working groups in fall 2006:

- Admissions Strategies/Student Recruitment
- Alumnae Connections
- Branding/Marketing/Communications
- Business Plan
- Coeducational Environment/Campus Life
- Curriculum/Pedagogy

Each working group included faculty, staff, students, trustees, and alumnae and was assisted by consultants as appropriate. Each group's charge included developing specific approaches for implementing its aspect of the Strategic Plan, identifying necessary resources, and establishing methods for measuring success. A steering committee comprising President Worden, Board President-elect Lucy Hooper, the working group conveners, consultant Stephen Portch, and several others provided direction and coordination among the groups.

The working groups and steering committee have met regularly and with extraordinary commitment throughout the academic year. The working groups established principles based on the Mission, Vision, and Values of the Strategic Plan as they applied to each group's focus. Building on the principles, the groups developed goals and timelines as appropriate and then strategies along with metrics, responsibilities, and resource needs for each goal.

This document provides a high-level summary and, as an appendix, each working group's report in a matrix form that identifies principles, goals, and strategies and indicates responsibility, timetable, measurements, and potential costs. The plan summary has been structured to identify:

- high priority activities, either completed or underway
- high priority activities planned for the near-term future
- desirable, longer-term activities.

The Implementation Plan has been developed in real time. Where it has been in the College's best interests to move forward on certain activities, particularly in Student Recruitment and in Branding, Marketing, and Communications, the College has done so. Other items, particularly in the Curriculum arena, have followed, to the extent possible, the established governance procedures. The plan is indeed a multi-year one, with essentially a five-year window.

IMPLEMENTATION WORKING GROUP MEMBERS

More than 120 individuals worked on Strategic Plan implementation during 2007-08, frequently meeting weekly or more often during the spring semester. The College is indebted to their extraordinary commitment, vision, and productivity.

ADMISSIONS/RECRUITMENT

Rebecca Dixon '60, Trustee, Co-Convener
Pat LeDonne, Director of Admissions, Co-Convener
Brad Bullock, Professor of Sociology/Anthropology
Mary Anne Clement '81
Katherine Cooper, Director of Financial Planning and Assistance
Jim Duffy, Senior Associate Director of Admissions
Ann Fabirkiewicz, Associate Professor of Chemistry
Susan Fant '84, Trustee

Margaret Maguire '65
Ken Parks, Associate Professor of Theatre
Sara Rechnitzer '07
Natasha Reid '98, Alumnae Association Board Member
Heather Somers, Associate Professor of Physical Education, Volleyball Coach
Caroline Stephens '96, Trustee
Namphuong Thai '08
Genia Welburn '95, Trustee
Libba Wynne '84
Eighmey Zeeck '07

ALUMNAE CONNECTIONS

Heather Garnett '86, Director of Alumnae, Co-Convener
Martha Field '56, Alumnae Association Board Member, Co-Convener
June Baumel '77, Trustee
Melissa Bernstein '69, Trustee
Jenni Booker '97
Mary Martin Bowen '57
Louisa Branscomb '71
Lisa Broughman '94, Technical Services Librarian
Connie Calhoun '57
Muriel Casey '53
Surayah Colbert '03

Antonia Day '58
Barbara Dixon '67, Trustee
Katherine Fath '95
Margaret Krome-Lukens '07
Anne Haley '07
Sarah Howard '69
Barbara McCarthy '73
Elizabeth Maffey '83, Trustee
Emily Mills '79, Alumnae Association President, Trustee
Jamie Rohrer, Associate Professor of Romance Languages
Ginger Shapard '57
Kathryn Walker '04

BRANDING/MARKETING/COMMUNICATIONS/

Becky Dunn '70, Trustee, Co-Convener
Barbara Harbison, Director of College Relations, Co-Convener
Mara Amster, Assistant Professor of English

Dave Blount, Web Manager
Alison Buckley '91, Alumnae Association Board Member
Erin Dunn '09

Brenda Edson, Strategic Communications
Manager
Holly Folkening, Assistant Director of
Financial Planning and Assistance
Ted Hostetler, Director of Libscomb Library
Margaret Jordan '08
Beth Knabel, Alumnae Communications
Coordinator

Skip Kughn, Vice President for
Development and College Relations
Janie Ligon '70, Trustee
Michaela Margida '10
Pam Risenhoover, Professor of Dance
Clara Sherley-Appel '05

BUSINESS PLAN

Chris Burnley, Vice President for Finance
and Administration, Co-Convener
Peter Dean, Trustee, Co-Convener
John Abell, Professor of Economics
Jemmy Cesar '07
Kelly Chapman '07
Brad Geisert, Professor of History
Susan Genovese '69, Trustee
Sue-Gray Goller '73
Skip Kughn, Vice President for
Development and College Relations
Heather Laughridge '07

Alison Bowen Lee '84
Marc Ordower, Associate Professor of
Mathematics
Kathy Schaefer, Assistant Professor of
Biology
Marc Schewel, Trustee
Jean Stewart '72, Associate Vice President
for Development
John Torell, Trustee
Jonathan Tyree, Controller
Martie Zakas '80, Trustee

COEDUCATIONAL ENVIRONMENT/CAMPUS LIFE

Sarah Swager, Vice President for Student
Affairs and Dean of Students, Convener
Sandy Ainslie, Community Volunteer
Jennie Arline '09
Rick Barnes, Professor of Psychology and
Environmental Studies
Val Cushman, Athletic Director
Evelyn Duke '09
Marion Farmer '61
Nancy Goulde, Instructor in English,
Coordinator of International Student
Services
Anne Haley '07
Terry Hall, Assistant Dean of Students and
Director of Residence Life

Claudette Jones '10
David Mayernik, Parent
Felicity Mills '08
Himesha Ranamukhaarachchi '08
Tawnya Ravy '07
Kathie Rechnitzer '10
Julio Rodriguez, Assistant Professor of
American Culture
Jessie Rowe '10
Mary Scovanner '77, Trustee
Megan Steigerwald '09
Holly Tatum, Assistant Professor of
Psychology

CURRICULUM/PEDAGOGY

Bill Coulter, Dean of the College, Convener
Jennifer Abbassi, Associate Professor of
Political Science
Bill Bare, Assistant Professor of Chemistry
Erin Briggs '07
Andrea Campbell, Assistant Professor of Art
Karen Campbell '77, Trustee
Jolley Christman '69, Trustee
Amy Cohen, Associate Professor of Classics
Rosalie Crouch '63
Alexandra Garraton '09
Jennifer Gauthier, Assistant Professor of
Communication Studies
Dennis Goff, Professor of Psychology
Connie Hayes, Director of Career
Development Center
Tina Johnson '93, Director of International
Programs

Heidi Kunz, Associate Professor of English
Eve Lincoln '07
Julie Milstien, '64
Caroline Noyes '86
Elizabeth Nguyen '09
Hillary Peabody '08
Eric Remy, Instructional Technology
Coordinator
Kim Sheldon, Director of Prime Time and
Adult Programs
Gerry Sherayko, Associate Professor of
History
Gordon Steffey, Assistant Professor of
Religious Studies
Karin Warren, Assistant Professor of
Environmental Studies

IMPLEMENTATION STEERING COMMITTEE

Co-conveners

Interim President of the College Virginia Worden '69
President-Elect of the Board Lucy Hooper '73

Working Group Conveners

Alumnae Connections	Heather Garnett '86
Business Plan	Chris Burnley Peter Dean
Campus Life	Sarah Swager
Communications/Marketing	Barbara Harbison Becky Dunn '70
Curriculum/Pedagogy	Bill Coulter
Student Recruitment	Pat LeDonne Rebecca Dixon '60

Others

Student	Anne Haley '07
Faculty	Amy Cohen Brad Geisert Dennis Goff
Family Representative	Robert Allen
Trustee	Elizabeth Maffey '83 Jolley Christman '69, ex officio
Consultant	Stephen Portch
Staff	Dixie Sakolosky '68

MAJOR INITIATIVES

The high-priority initiatives identified by each working group are extracted into this section. This summary is provided as a broad overview of the substantial work accomplished by each group. The initiatives profiled here are developed further in the appendix of the relevant working group.

ADMISSIONS STRATEGIES/ STUDENT RECRUITMENT

High priority activities, either completed or under way

1. Increase the number of active prospects most likely to explore a global education in a challenging academic atmosphere of honor.
2. Increase the number of *completed* applications for first-years.
3. Reduce *tuition* discount for first-years, beginning fall 2007, until it reaches 45-50%.
4. Admit first-year students more strategically toward increasing selectivity, while maintaining diversity and achieving enrollment targets.

High priority activities planned for near-term future

1. Increase retention and graduation rates.

Desirable, longer-term activities

1. Diversify enrollment base by increasing number of adult and graduate students by assessing the market and our own capacity to provide new programs and appropriate facilities and flexible calendar. Will require Board of Trustees endorsement

ALUMNAE CONNECTIONS

Key areas of interest that emerged include increased regional programming, improved communications, additional funding and emphasis on Reunion, working to build better connections with current students and young alumnae, and increased educational and travel programs. Most of the ideas require additional funding and new staff members and would need to be reviewed through appropriate processes. Two themes with potential to generate revenue are Reunion programming and Travel/Educational programming.

High priority activities completed or underway

1. Produce four Alumnae Bulletins and a satisfaction survey annually. The 4th issue of the Bulletin will be an Honor Roll with Class Notes. Cost saving measures are being implemented within the existing budget to cover this expense.

High priority activities planned/proposed for the near-term future

1. Provide periodic updates from the Board of Trustees to the alumnae/i two to three times per year, print mailings to those without email and electronic letters to those with email.
2. Presidential introductions, including invitations and travel for Alumnae Director during fall 2007 and spring 2008.
3. Increase and evaluate existing Reunion programming.

4. Career Development - Alumnae/i speakers and forums - Analyze the networking effectiveness of alumnae, research other schools, look at best practices of peer and aspirant institutions in partnership with CDC.
5. Implement a young alumnae/i award, including developing selection criteria, award process, ways to publicize, how to recognize. Evaluate benefits.

Desirable, longer-term activities

1. Establish a position dedicated to Alumnae/i Reunion programming in the Alumnae Office. The "Reunion Director" will be a full time person working with classes to plan, promote, and build the Reunion program, including all class giving and class participation programming.
2. Program for young alumnae/i to connect current students and young alumnae. Hire a recent graduate to focus on building connections and programming targeting alumnae/i out the last 15 years or fewer.
3. Evaluate the travel program and explore ways to expand it, including researching providers and insurance companies that provide travelers insurance. Add new "Travel/Education" staff member in 2009 to run the travel and education programs. Attend travel conference in Baltimore. Program has potential to be revenue generating.
4. Create a College weekend and/or summer session for alumnae/i educational programming, develop a campus experience during the college term for alumnae/i. "Travel/Education" staff member (see long term 1. above) would be responsible.

BRANDING/MARKETING/COMMUNICATIONS

High Priority: completed

1. Articulate a value statement, a "heart of the brand" statement, and characteristics with proofs of Randolph College
2. Develop and refine brand messaging for Admissions materials.
3. Collect stories and examples of Randolph College's brand attributes (also on-going).
4. Develop a Communications Plan that includes a timeline and streamlined deliverables list for Admissions.
5. Provide input to mStoner on the development of the College's new Web site that includes: an audit of competitive Web sites with best examples sited and information on brand messaging, value statement, and Randolph College characteristics.

High Priority: In progress

1. Refine brand messaging for the Development Office and Alumnae Office
2. Develop a Communications Plan that includes a timeline and streamlined deliverables list for the Development Office and the Alumnae Office.
3. Develop a white paper on integrated marketing at Randolph College.

High priority activities planned for near-term future

1. Perform external testing of brand messaging and graphic identity.
2. Apply integrated marketing approach to all communications tasks and projects.

BUSINESS PLAN**High priority activities completed or underway**

1. Increase net tuition and fee revenue through increased enrollment, lower discount rates, and maintaining competitive pricing structure with peer institutions. (Business Plan, I.1.i,ii)
2. Manage the College's assets effectively in the context of the College's mission and needs. (Business Plan, II.1.i)
3. Implement effective fiscal discipline and cost control procedures. (Business Plan, I.2.i,ii)
4. Continue to meet or exceed applicable standards for financial accountability. (Business Plan, III.1).

High priority activities planned for the near-term future

1. Develop and maintain a facilities master plan to guide decisions about current and long term plant and equipment issues. (Business Plan, II.1.ii).
2. Establish reasonable Development targets. (Business Plan, I.1.iii).
3. Increase revenues from other sources. (Business Plan, Prin. I.1.iv).

COEDUCATIONAL ENVIRONMENT/CAMPUS LIFE**High priority activities, either completed or under way**

1. The College will educate all students on the spirit and mechanics of the honor code and will stress the importance of individual commitment. (Coed/Campus Life, I.1.i)

2. The College will provide gender-equitable access to all institutional programming, including those offered through academic affairs, student affairs, and intercollegiate athletics. (Coed/Campus Life, I.1.ii)
3. The College will examine the role of gender in the academic and social settings. (See also Curriculum/Pedagogy V. and Alumnae Connections I.2.(v).) (Coed/Campus Life, I.1.iii)
4. The College will commit to attract and retain a student body, staff, and faculty through hiring and recruitment practices that emphasize diversity and inclusion. (Coed/Campus Life, I.1.v)
5. The College will welcome new students into the campus community through an orientation program that builds cohesiveness and esprit de corps. (Coed/Campus Life, I.1.vii)
6. The College will encourage student social activity by providing adequate funding to bring performers, programs, and events to campus and to offer transportation to events at other regional campuses or venues. (Coed/Campus Life, I.3.ii)
7. All students will take one course that examines the experiences, ideologies, works, or actions of women in a cultural, historical, and/or political context. (Coed/Campus Life, II.1.i)
8. The College will provide ongoing discussion and workshops for faculty and students that address gender equality in the classroom and effective pedagogical strategies for the coed classroom. (Coed/Campus Life, II.2.ii)
9. The College will preserve and enhance the Davenport Leadership program for women. (Coed/Campus Life, III.2.i)
10. The College will develop new relationships with regional colleges to expand study abroad opportunities. (Coed/Campus Life, IV.2.i)
11. The College will maintain appealing opportunities for domestic study off campus. (Coed/Campus Life, IV. 2.ii)
12. The College will regularly recognize alumnae achievement. (Coed/Campus Life, V.1.i)
13. The College will preserve and exhibit college memorabilia. (Coed/Campus Life, V.1. ii)
14. The College will preserve and fund current traditions while remaining receptive to the development of new traditions in the future. (Coed/Campus Life, V.3.i)
15. The College will strive to provide regular and on-going community-building initiatives such as MacDoodle Day, Founder's Day, Homecoming, faculty/student/staff intramural programs, etc. (Coed/Campus Life, V.4.i)

High priority activities planned for the near-term future

1. College policies and practices will emphasize student-initiated community standards, individual accountability, and dual responsibility. (Coed/Campus Life, I.1.iv)
2. The College will provide physically secure residential facilities that support community development and academic achievement. (Coed/Campus Life, I.2.ii)
3. The College will provide social and recreational spaces and equipment, both indoors and outdoors, that meet campus needs for activity and recreation. (Coed/Campus Life, I.3.i)
4. The College will allocate staff resources for wellness education and needs assessment, with emphasis on alcohol and other drug use, STIs, smoking, and stress management. (Coed/Campus Life, I.3.iv)
5. The College will establish and support a student-run Women's Resource Center focusing on awareness and outreach pertaining to women's health, diversity, women's rights, and current events on campus and in the community. (Coed/Campus Life, I.3.v)
6. College housing will incorporate state-of-the-art technology and amenities. (Coed/Campus Life, I.4.iii)
7. The College will create policies to govern housing on and off campus that are fiscally responsible for the College but that also allow students greater flexibility in their choices for housing. (Coed/Campus Life, I.4.iv)
8. The College will make on-campus housing available during college breaks for international students, athletes, and others as needed. (Coed/Campus Life, I.4.v)
9. All students will take one course that requires inquiry into the construction and operation of power relations and social inequalities based on gender, race, and/or socioeconomic status. (Coed/Campus Life, II.1.ii)
10. The College will actively support faculty and student scholarship that examines issues related to women and gender. (Coed/Campus Life, II.1.iii)
11. The College will provide opportunities for student participation in workshops and out-of-classroom experiences regarding issues related to gender in our changing global environment. (Coed/Campus Life, II.2.i)
12. The College will provide direction and support to help effect proportionate representation of males and females in student government and related organizations as appropriate. (Coed/Campus Life, III.1.i)
13. The College will develop additional leadership programs and opportunities for all students. (Coed/Campus Life, III.2.ii)

14. The College will establish, fund and advertise international leadership opportunities for students in both established and emerging programs around the globe. (Coed/Campus Life, III.3.i)
15. The College will provide staffing and endowed funds to assist students as they pursue co-curricular opportunities internationally: leadership workshops, arts experiences, athletic competitions, service projects, etc. (Coed/Campus Life, III.3.ii)
16. Encourage clubs, organizations, and residence halls to emphasize cross-cultural programming. (Coed/Campus Life, IV.1.i)
17. The College will establish an annual day of recognition to honor and pay respect to our history as Randolph-Macon Woman's College. (Coed/Campus Life, V.2.i)

Desirable, longer-term activities

1. The College will implement a sportsmanship education program that will emphasize the importance of honor and respect in the athletic arena as demonstrated by fans, coaches, and student-athletes. (Coed/Campus Life, I.1.vi)
2. The College will employ a "community based" safety strategy where students, faculty, staff, and security personnel meet and discuss issues regularly. (Coed/Campus Life, I.2.i)
3. The College will create an academic schedule that provides for blocks of time to participate in extracurricular activities. (Coed/Campus Life, I.3.iii)
4. The College will provide housing options, such as apartments and suite/style rooms, that give expanded opportunities for autonomous on-campus living in the junior and senior years and will develop on-campus options for graduate student housing. (Coed/Campus Life, I.4.i)
5. The College will enhance current housing structures to provide maximum comfort and amenities for students, including air conditioning and elevators for ADA compliance. (Coed/Campus Life, I.4.ii)

CURRICULUM/PEDAGOGY

High priority activities, either completed or under way

1. Conduct program reviews of all majors, including an external review component. (Curriculum, I.1.i)
2. Add a May term to the academic calendar for courses such as intensive language instruction, study-travel, research, internships, and others that lend themselves to intensive engagement over a 4-week period. Approved by the faculty for May 2008 pilot. (Curriculum, I.2.i)

3. Offer first-year seminars that will capitalize on the power of inquiry in the liberal arts and sciences. Approved by the faculty for implementation in 2007-08. (Curriculum, I.2.ii)
4. Expand program options for study abroad. (Curriculum, III.1.ii)
5. Promote student reflection of global awareness and knowledge. (Curriculum, III.2.i)
6. Provide faculty development opportunities on gender issues in the coed classroom. (Curriculum, IV.1.i)
7. Integrate and enhance the functions of the Career Development Center, International Programs Office, and volunteer services. (Curriculum, V.1.i)
8. Offer the Bachelor of Fine Arts degree. Approved by the faculty for implementation in 2007-08. (Curriculum, VI.2.i)

High priority activities planned for the near-term future

1. Cap institutional financial aid for study abroad. (Curriculum, III.1.ii)
2. Restructure the College's program in Reading, England and use as a focal point for intercultural understanding. (Curriculum, III.1.iii)
3. Revitalize the College's gender studies program. (Curriculum, IV.1.ii)
4. Implement a Business major. (Curriculum, VI.2.i)

Desirable, longer-term activities

1. Further investigation of large curricular proposals, including an R-MWC Institute for Gender Studies and School for Peace and Diplomacy Studies.

CONCLUSION

The College is in a period of dramatic transition: from a single-sex institution to a coeducational institution; from a long-term President to an Interim President to a new President; from a highly traditional liberal arts curriculum to a new curricular emphasis that honors the core tenets of the liberal arts, but that also provides a contemporary emphasis on global issues and individual student learning; from a financial model that put the College in peril to a business plan that emphasizes sustainability. All these transitions, and many others, require a plan that has mileposts and measures, so that the Board can fulfill its oversight responsibilities. This Implementation Plan provides the Board such a document.

Much work remains to be done, however. In some instances, especially in the Business Plan area, the Implementation Plan frames the issue and identifies a process for resolving it; yet the Board will have to make the actual decisions at the appropriate point. In other instances, particularly in the curricular area, many of the key decisions will be made next year and beyond. The momentum of change will need to be continued, and indeed accelerated, throughout the period of this plan. In addition, the Implementation Plan must remain dynamic and able to respond to changing circumstances. For example, a new President will undoubtedly find the plan enormously helpful as a blueprint for what must be accomplished; however, that President will just as certainly bring new ideas, initiatives and innovations to the College.

All strategic plans are living documents. As the working groups delve into their areas, constituencies provide feedback, projects are funded and take shape, and normal changes occur, implementation of the College's strategic plan will respond to these factors.

The Board is asked to endorse the Implementation Plan in concept, reserving the right to act on individual items within it and to make adjustments to it in the future as necessary. Such an endorsement will signal to the College community and other stakeholders that the College has a detailed plan for a bright future and that it intends to move forward with purpose to become the college destination of choice for talented students who want a superior and distinctive education.

Appendix A. Admissions and Student Recruitment Implementation Matrix

Principle I: The College will boldly recruit prospective applicants consistent with the new vision of the College.

Goal 1: Increase the number of senior inquiries, both domestic and international, including those most likely to explore a global education in a challenging academic atmosphere of honor by 25 percent by fall 2009.

Strategies	Responsibility	Timeline	Measures
(i) Review and improve upon current recruitment practices for locating prospects and generating solid inquiries from domestic and international students, including those most likely to explore a global education in a challenging honors atmosphere	Admissions Office	Fall 2006-March 2008 (1 st review) April 2008-Dec. 2009 (2 nd review)	Fall 2009: 15,000 inquiries
(ii) Research prospect management consultants for innovative methods to generate targeted and qualified prospects	Admissions Office	Fall 2006: research complete; consultant engaged Spring 2007 New scheme begun for 2008	Fall 2009: 15,000 inquiries
(iii) Contact colleges that have recently gone coed to research successful strategies (Wells, Goucher, Hood, Wheaton Colleges and others, via phone)	Admissions Office	Fall 2006	One-two new ideas plus confirmation of our chosen strategies
(iv) Analyze sources of contacts with prospects, including those via the web, to enable categorization and more efficient targeting. Changed from just web evaluation to sources evaluation	Admissions Office, Web Development Team	Spring-Summer 2007	Completion of a new and workable matrix of primary, secondary, and later sources of student contact.

Principle II: The College will boldly recruit applicants consistent with the new vision of the College

Goal 1: Increase the number of *completed* applications for first-years.

Strategies	Responsibility	Timeline	Measures
(i) Conduct an audit of current recruitment plan for purchasing names and generating inquiries via consultants and leaders in the field to convert inquiries to applicants	Admissions Office	Ongoing	Fall 2010: 1500 applicants
(ii) Work with Communications/Marketing/Branding committee and NCSDO to enhance recruitment publications to convert inquiries to applicants	Admissions College Relations	In process as of spring 2007	Increased number of applications
(iii) Recommend changes in application process by direct input of online application into data system	Admissions Information Tech.	February 2007 (completed)	Faster data entry; saving of staff time
(iv) Research cutting edge technology in application processing and recruiting: make recommendations to web committee	College Relations Information Tech. Admissions	February 2007 (completed)	Web design continues
(v) Research cutting edge technology in application processing and recruiting: update tracking for missing credentials and online data retrieval	Admissions Information Tech.	February 2007 (completed)	Faster completion of applications; saving of staff time

Principle III: The College will admit students more strategically.

Goal 1: With more applications, increase the number of admit decisions selectively.

Strategies	Responsibility	Timeline	Measures
(i) Admit aggressively to help overcome negative publicity and slow start for fall 2007 class	Admissions	February – May 2007	Accomplished for Fall 2007

Strategies	Responsibility	Timeline	Measures
(ii) Refine admit strategy with objective of maintaining quality, diversity, increased first-year enrollment goal	Admissions	February – May 2008 February—May 2009 February—May 2010	Determine future admit numbers dependent upon yield

Principle IV: The College will examine and enhance yield activities.

Goal 1: Increase the yield of admitted to enrolled first-year students.

Strategies	Responsibility	Timeline	Measures
(i) Examine co-ed college recruitment strategies and determine what it means to have a “co-ed friendly” recruitment strategy on and off-campus	Admissions	In process	Rising yield, over time, of male admits
(ii) Examine tour guide programs (both paid and volunteer approach) at peer institutions and make recommendations for change	Admissions	Done	Rising yield, over time, of admits
(iii) Develop “professionally flawless” admission staff committee and implement recommendations for changes.	Admissions	Research done Training manual spring 2007	Higher productivity; improved office collegiality
(iv) Develop exciting avenues to promote a global education to applicants	Curriculum, Branding & Marketing Com., AO	In process	Rising yield, over time, of female and male admits

Goal 2: Adjust financial aid leveraging and awarding strategies in order to reduce the tuition discount to 45-50%, without decreasing size of first-year class.

Strategies	Responsibility	Timeline	Measures
(i) Review strategies of other schools and review current merit scholarship programs	Financial Planning & Assistance, Admissions	In process	Reduce tuition discount for first-year students beginning fall 2007

Strategies	Responsibility	Timeline	Measures
(ii) Select financial aid leveraging firm (or retain Noel-Levitz)	Financial Plng & Assistance, Admissions, other senior staff	In process	Reduce tuition discount for first-year students beginning fall 2007

Principle V: The College will increase the retention and graduation rates of its students.

Goal 1: Increase graduation rates

Strategies	Responsibility	Timeline	Measures
(i) Work with departments across campus to plan retention activities consistent with our new vision for students as they enter and continue at the College.	VP Enr, Dean of Students, Assoc Dean of College	In process	Gradual increase in retention.
(ii) Integrate communications with other relevant offices by establishing enrollment review team to evaluate all forms of communication to focus enrollment communications through administrators at senior staff level, ensure coordination with NCSDO re messaging	VP Enr, College Relations, Dean of Students, Development., Alumnae Office, Athletics	In process	Gradual increase in retention and graduation rates

Principle VI: The College will seek to diversify its enrollment base.

Goal 1: Evaluate policies for recruitment and admission of and service for Prime Time, transfer, adult, and graduate students for the purpose of determining the most effective and appropriate policies and organizational structure

Strategies	Responsibility	Timeline	Measures
(i) Research the market, assess faculty capacity (present and future growth), analyze facilities, and study College calendar in preparation for recommending change	Prime Time, VP Enrollment, Associate Dean of the College	Long-term	Growth in adult programs and increased retention

Appendix B. Alumnae Connections

Principle I: The College and Alumnae Association will work in concert to reach out to all current and future alumnae/i to encourage mutual support.

Goal 1: The College and Alumnae Association will improve communications by print, electronic and personal interaction on a regular basis.

Strategies	Responsibility	Timeline	Measures
(i) Produce a quarterly magazine	Bulletin Editor, Associate Editor, College Relations, Development	3 Alumnae Bulletins a year, 4th issue is Honor Roll and class notes; Presidents Report stands alone	4 issues a year and an annual satisfaction survey
(ii) Create and maintain a monthly electronic newsletter online	Communications Coordinator and Alumnae Director	Beginning of each month unless there is additional news that requires a time change	Monthly production and annual satisfaction survey
(iii) Provide periodic updates from the Board of Trustees to the alumnae/i two or three times per year	College Relations, Alumnae	Post October, February, and May BOT meetings	2-3 in print mailings per year to those without e-mail and electronic letters to those with e-mail
(iv) Produce Harris Directory	Alumnae, Development, IT, CDC	Data entry fall 2007 to spring 2008	By June of 2008 will have a print and CD version of alumnae directory to be sold by Harris Company
(v) Assess the effectiveness of communication venues by conducting surveys	Alumnae	Survey in Bulletin every other year, survey at events, survey at Reunion, online surveys	Obtain a baseline for overall satisfaction with Office and College communications

Goal 2: The College and Alumnae Association will provide educational enrichment opportunities for alumnae/i, especially when they are able to reflect the College’s new direction and vision, and increase the College’s intellectual engagement with alumnae/i.

Strategies	Responsibility	Timeline	Measures
(i) Evaluate the travel program and explore ways to expand it. This would include researching providers and insurance companies that provide travelers insurance.	Alumnae	Information gathering from March-August 2007, hire staff when appropriate	Provide a report with recommendations and travel destinations; offer two additional travel programs, measure satisfaction and financial benefits, additional programs each year
(ii) Create a College weekend and/or summer session for alumnae/i, educational programming, develop a campus experience during the college term for alumnae/i	Alumnae	After air conditioning Bell	Creation, execution, and evaluation of weekend experience using a satisfaction survey and completing a financial analysis
(iii) Faculty/Speaker program—Organize a speakers bureau, organize faculty and administration travel to areas to speak about their areas of expertise, include student speakers when possible (Summer Research)	Alumnae, College Relations, Dean of the College	Fall 2007 and ongoing	Plan a minimum of 10 faculty visits during the academic year; survey satisfaction
(iv) Encourage alumnae/i attendance at College events	Alumnae and College Relations	Fall 2007	Determine specific events throughout the year (Buck Symposium, dance, theatre, public lectures, Founders' Day) to target, Establish a baseline of past attendees and then measure number of alumnae responding to RSVP and attending events
(v) Partner with DOC to study the benefits of offering a women’s issues seminar once a semester, work with area schools to join us in funding/inviting participants to reach out to higher profile speakers	Alumnae, Dean of the College, Development	Fall 2010	2 events per year, develop partnerships with area schools, develop list of possible speakers, work with Campus Events committee; survey satisfaction

Strategies	Responsibility	Timeline	Measures
(vi) Program for young alumnae/i	Alumnae with input from Development	Fall 2008	Establish a baseline of young alumnae attendance at regional and campus events (including Homecoming and Reunion); determine programs to be offered, plan, execute, evaluation of satisfaction and financial where applicable

Goal 3: The College and Alumnae Association will improve local and regional connections for alumnae/i.

Strategies	Responsibility	Timeline	Measures
(i) Presidential Introductions	Alumnae, Development, College Relations, President's Office	Fall of 2007 and spring 2008	Record number of events, number of participants, survey
(ii) Provide events for alumnae/i across the country	Alumnae	Ongoing	In addition to Presidential events and faculty events, plan 4 additional events during the year to reach out to alumnae, evaluate effectiveness of current events and research new ideas for upcoming events
(iii) Take the "First Year" video on the road--showing the fun, excitement, what Randolph College looks like	Admissions, College Relations, Alumnae	Fall of 2007 and spring 2008	Hire professional company to video highlights of the first year seminars, include an overview from the faculty member; the best sections of each class, a message from the President
(iv) Develop a support system to invigorate chapters with regional training.	Alumnae	Fall of 2008	Create a pilot training session and offer in one chapter, refine and take to 3 chapters the following year, evaluate

Strategies	Responsibility	Timeline	Measures
(v) Create an "Online Chapter" for alumnae/i who aren't connected to a chapter (this could also be a method to engage those who are living in a chapter area but aren't engaged), invite alumnae/i to events electronically on a monthly basis	Alumnae	Spring 2008	Create an electronic chapter, determine what is offered, online lectures which are dependent on online classes opportunities, electronically invite all alumnae with e-mail to existing chapter events in case they are in the area. Survey, seek feedback on site, determine need for affinity groups within the online chapter

Goal 4: The College and the Alumnae Association will strengthen a network of alumnae/i to assist with admissions, development, marketing, and career development as requested by the departments.

Strategies	Responsibility	Timeline	Measures
(i) Admissions - strengthen recruitment efforts by alumnae	Alumnae and Admissions	Ongoing, build volunteer structure	Establish volunteer leadership by 2010, increase the number of AARs ; increase the number of alumnae attending College Fairs and presenting Book Awards
(ii) Admissions - Strengthen retention efforts and mentoring by alumnae	Alumnae, Admissions, Dean of Students, CDC	Fall 2008	Evaluate existing programs for retention that involve alumnae/i; determine effectiveness, revamp or create new programs; analyze the networking effectiveness of alumnae, research other schools, look at best practices of peer and aspirant institutions in partnership with CDC
(iii) College wide - Improve access to the alumnae network for use by faculty, students, and alumnae.	IT, Alumnae	Spring 2008	Develop a more comprehensive alumnae network using the Raisers Edge database

Strategies	Responsibility	Timeline	Measures
(iv) Development - Continue to work collaboratively with Development to develop ways to sustain and increase alumnae giving 1) utilize Alumnae Board Alumnae Giving Chair more efficiently, 2) build on Reunion programming--see Reunion, 3) reach 100% giving with alumnae faculty and alumnae staff, 4) work with Development to educate young alumnae about philanthropy	Alumnae and Development	Fall 2007	Work with Development to set percentage of giving goals in an effort to impact percentage by 1 percentage point each year, help with messaging from AAB
(v) Development - Continue to award and advertise the Alumnae Memorial Scholarship Fund	Alumnae, Development	ongoing	List of gifts in Bulletin with an ad every issue
(vi) Development - Reinstate and print the Honor Roll of donors	Alumnae, Development	1 time during the fiscal year	Joint venture one time a year accurate Honor Roll, Development prepares Honor Roll, Alumnae prepares class notes
(vii) Career Development - Alumnae/i speakers and forums - Analyze the networking effectiveness of alumnae, research other schools, look at best practices of peer and aspirant institutions in partnership with CDC	Alumnae and CDC	Key alumnae speakers invited to weekend each spring starting 2009 to talk/meet with students	Completion of research and report with recommendations by August 2008
(viii) Career Development - Mentoring - Analyze the mentoring effectiveness of alumnae, research other schools, look at best practices of peer and aspirant institutions in partnership with CDC	Alumnae and CDC	Summer 2009	Completion of research and report with recommendations by August 2008
(ix) Career Development - Internships - Establish an effective alumnae business database	Alumnae and CDC	Summer 2007 to fall 2008	Completion of research and report with recommendations by August 2008

Strategies	Responsibility	Timeline	Measures
(x) Student Relations - Study the pros and cons of a Student Alumnae/i Association - Analyze the effectiveness of student/alumnae association, research other schools, look at best practices of peer and aspirant institutions in partnership with DOS	Alumnae and DOS	Possible implementation of Student Association in 2009	Completion of research and report with recommendations by January 2009.
(xi) Student Relations - host events for students	Alumnae, Dean of Students, Development	Fall 2008	One event per class per year, in 2008 develop targeted program by 2009 with specific messages about connections, volunteer opportunities, regional programs, philanthropy

Goal 5: In recognition of the significance of Alumnae/i Reunion, the College and the Alumnae Association will develop methods to strengthen the Alumnae/i Reunion program.

Strategies	Responsibility	Timeline	Measures
(i) The College will establish a position dedicated to Alumnae/i Reunion programming in the Alumnae Office	Alumnae, Development	Fall 2008	New hire
(ii) Increase and evaluate existing Reunion programming	Alumnae	Fall 2007	In consultation with campus constituencies develop 2-3 possible Reunion schedules, seek input online from alumnae, implement and survey Reunion participants
(iii) The College and the Alumnae Association will hold a Homecoming weekend on campus to encourage young alumnae/i to stay connected	Alumnae	In conjunction with Family Weekend October 2007	Survey Homecoming participants for satisfaction

Strategies	Responsibility	Timeline	Measures
(iv) Engage young alumnae/i to attend future Reunions	Alumnae	Reunion 2008	Determine a baseline for the 2 year out and 4-6 year out alumnae in Reunion, reduce attendance costs, review same group in next Reunion, determine benefit

Principle II: The College will continue to recognize, value, and honor the history and traditions of the College and Alumnae Association while embracing change.

Goal 1: The College will publish a written history of R-MWC (to be sold).

Strategies	Responsibility	Timeline	Measures
(i) Work with Carolyn Bell to produce 2nd half of the history, pair with Roberta Cornelius history, and sell	Alumnae and College		

Goal 2: The College and the Alumnae Association will plan campus events to honor the history of the College and Association.

Strategies	Responsibility	Timeline	Measures
(i) Recognition of history where appropriate within existing events and publications; Determine appropriate events (Council, Founder's Day, Reunion, Family Weekend) and publications (Alumnae Bulletin)	Alumnae	Reunion 2007 and forward	Outline ways to honor the past. Annual report to Association and College on ways history has been honored in the previous year

Goal 3: The College and the Alumnae Association will expand the alumnae/i awards and recognition program.

Strategies	Responsibility	Timeline	Measures
(i) Implement a young alumnae/i award - develop selection criteria, award process, ways to publicize, how to recognize, evaluate benefits	Alumnae	Fall 2008	Award implemented and presented

Strategies	Responsibility	Timeline	Measures
(ii) Implement a volunteer award - develop selection criteria, award process, ways to publicize, how to recognize, evaluate benefits	Alumnae	Fall 2008	Award implemented and presented
(iii) Reinstitute Vita Abundantior Award - plan 2-3 Vita Awards a year around the country	Alumnae	Fall 2007	2-3 awards implemented and presented
(iv) Alumnae Achievement Award recognition expanded - Work with chapters to promote recipients, plan a celebration every 3 years inviting all past recipients to campus to be recognized, meet with students	Alumnae	Fall 2009	Awards implemented and presented.
(v) Consider additional awards - Study peer and aspirant institutions to determine ways they recognize alumnae/i. Evaluate benefits, programs, costs	Alumnae	unknown	Additional awards implemented and presented.

Appendix C. Branding, Marketing, and Communications Implementation Team

Principle I: The College will effectively market itself employing clear and consistent messages that reinforce brand attributes representing the best of what the College is today and what it strives to be in the future.

Goal 1: Working closely with faculty and staff leadership and appropriate implementation groups, articulate Randolph College’s value proposition and “heart of brand statement.”

Strategies	Responsibility	Timeline	Measures
(i) Review available information/research from Dec 06-mid-Jan 07 (campus)	BMC Implementation Team	Complete	Collected information is foundation for branding
(ii) Solicit feedback via NCSDO campus meetings end of January/early February	BMC Implementation Team	Complete	Tested through informal focus groups with faculty, staff, students and trustees

Goal 2: Working closely with the curriculum implementation group, refine the brand attributes for: prospective students, enrolled students, faculty and staff, alumnae and donors, the higher education community, the Lynchburg community, and the media.

Strategies	Responsibility	Timeline	Measures
(i) Research key messages used by competitive colleges	BMC Implementation Team	Complete	Initial drafts of branding attributes compared to competitors; basis for 1/10/07 meeting with NCSDO
(ii) Gather stories and examples that support Randolph College’s brand attributes	OCR/NCSCO	Initial profile selection for Viewbook and Web complete Process will continue to be ongoing	Stories and examples of current match brand attributes

Goal 3: Develop the key messages to be articulated to each of the target audiences: prospective students, enrolled students, faculty and staff, alumnae and donors, the higher education community, the Lynchburg community, and the media.

Strategies	Responsibility	Timeline	Measures
(i) Using information gathered from College stakeholders, prepare preliminary brand messaging	BMC Implementation Team NCSDO	Complete	Tested through informal focus groups with faculty, staff, students and trustees

Strategies	Responsibility	Timeline	Measures
(ii) Test brand messaging with focus groups: a) internal community, b) external community	NCSDO	a) Complete – internal community b) External community in Richmond, VA and Houston, TX	a) Tested through informal focus groups with faculty, staff, students and trustees b) Delay until 2008
(iii) Refine brand messaging for Admissions materials	NCSDO	Complete	Tested through informal focus groups with faculty, staff, students and trustees
(iv) Develop timeline for additional messaging deliverables	BMC Implementation Team NCSDO	In Process	
(v) Build on Admissions messaging and develop messaging for other stakeholders	NCSDO	In Process	
(vi) Test and refine messaging for additional groups	NCSDO		

Principle II: Through all messages, the College will present a forward-looking purpose, pursued with distinction, that will inspire all constituencies to embrace the future and connect with the institution.

Goal 1: Develop a detailed communications plan, which includes a calendar and budget for communicating the brand attributes and key messages to the following target audiences: prospective students, enrolled students, faculty and staff, alumnae and donors, the higher education community, the Lynchburg community, and the media.

Strategies	Responsibility	Timeline	Measures
(i) Working sessions with NCSDO to look at communications under development and align future plans	BMC Implementation leadership NCSCO	Complete	Basis for communications timeline
(ii) Develop comprehensive list of all communications and the timeline for delivery (Audit)	NCSCO OCR	Admissions Complete Development/Alumnae in progress	Confirmed through meetings with Admissions office

Strategies	Responsibility	Timeline	Measures
(iii) Streamline the list of communications to include the most effective vehicles	NCSDO	Admissions Complete Development/Alumnae in progress	Confirmed through meetings with Admissions office
(iv) Develop deliverables and timeline and budget for the planned communications	NCSDO Departmental leadership Implementation Teams	Admissions Complete Development/Alumnae in progress	Confirmed through meetings with Admissions office

Principle III: The College will integrate its marketing and communications in a way that presents a consistent and effective approach to all internal and external stakeholders.

Goal 1: Develop a recommendation, with regards to marketing communications, public relations, and fund-raising as to how the College can more effectively integrate marketing efforts in the near term and how they might be more efficiently structured in the future.

Strategies	Responsibility	Timeline	Measures
(i) Gather and review exemplary integrated marketing programs within higher education that can serve as models for the College	BMC Implementation Team NCSDO	Complete	
(ii) Apply integrated marketing efforts to support Admissions goals. Develop plan for galvanizing the following parties to build on Admissions' plan to develop an integrated marketing approach: College Relations, Alumnae Office, Development Office, Faculty, NCSDO	BMC Implementation Team NCSCO		
(iii) Apply integrated marketing approach to all other communications tasks	OCR NCSDO	Ongoing	
(iv) Develop graphic stands manual for use by all departments	NCSDO	In Process	

Goal 2: Provide input to mStoner on development of new College Web site

Strategies	Responsibility	Timeline	Measures
(i) Provide mStoner with Web audit from 28 competitive colleges	BMC Implementation Leadership	Complete	Integration of graphic identity, messaging, brand statements between Web and print
(ii) Share the best in class Web site examples with mStoner	BMC Implementation Leadership	Complete	Integration of graphic identity, messaging, brand statements between Web and print
(iii) Provide mStoner with list of brand messages to be integrated into the Web site	BMC Implementation Leadership	Complete	Integration of graphic identity, messaging, brand statements between Web and print

Appendix D.

Business Plan Implementation Matrix

Principle I: The College will be funded and operated so that it is able to fulfill its academic mission for the foreseeable future.

Goal 1: Increasing revenues

Strategies	Responsibility	Timeline	Measures
(i) Increase full-time student population	Admissions/Recruitment DOS DOC	Fall 2007 - ongoing	Increase full-time student population from 670 in Fall 2006 to 1100 in Fall 2012 through (a) increasing new student enrollment (b) increasing retention and graduation rates
(ii) Increase tuition and fee revenue	Admissions/Recruitment Business Office	Fall 2007 - ongoing	Increase tuition and fee revenue through (a) revising posted charges annually, considering actual costs and competitive position with peer institutions (b) decreasing the discount rate for entering first-year students
(iii) Establish Development targets	VP and Associate VP of Development	(a) Fall 2007 (b) Fall 2007 (c) July, 2007	(a) Establish annual targets for the Annual Fund as a specific percentage of the E&G budget. (b) Develop plan to achieve a proper balance between emphasis on Annual Fund and major giving. (c) Establish specific targets for new bequest intentions and planned gifts

Strategies	Responsibility	Timeline	Measures
(iv) Increase revenues from other revenue sources.	(a) Director of Corporate & Foundation Relations, DOC (b) VP of Development, Athletic Director, BOT members (c) Director of Corporate & Foundation Relations, Director of Maier Museum (d) Scheduling Office, Treasurer (e) Treasurer	Fall 2007 - ongoing	(a) Establish incentive policy to encourage faculty and staff to seek external grants for academic work, equipment, and facilities improvements (b) Establish policy to encourage donations, sponsorships, and naming opportunities (c) Explore Maier proposals for raising income related to College's art collection (d) Review opportunities for income from additional facility use (e) Review auxiliary enterprises (e.g., bookstore, nursery school) to maximize revenues
(v) Obtain additional funds for the College's endowment	Business Office Development BOT	Ongoing	(a) Increase unrestricted gifts and bequests so that the BOT may direct them to endowment where appropriate (b) Convert life income gifts to cash where appropriate to infuse endowment (c) Obtain additional funds for the endowment from the proceeds of College assets that are sold or re-allocated.
(vi) Maximize endowment performance in a manner consistent with the College's investment policies	Finance Committee of the BOT	Timing TBD	Periodically review and revise investment policies/strategies for the College's portfolio.

Goal 2: Controlling expenses

Strategies	Responsibility	Timeline	Measures
(i) Strengthen budgetary review process.	(a) All departments (b) Dean of the College, President, and Treasurer	(a) annual (b) staggered	(a) Continue annual assessment reporting by all academic and administrative departments (b) Undertake comprehensive financial review of academic departments at least every 4 years or in event of significant transition.

Strategies	Responsibility	Timeline	Measures
(ii) Establish effective cost control procedures	(a) President, DOC, Treasurer, Human Resources (b) President, DOC, Treasurer, Human Resources (c) Treasurer, Human Resources (d) Chair of the Master Plan Committee, Treasurer	Ongoing	(a) Review faculty and staff salaries and develop recommendations in context of college's financial situation and needs. (b) Review all position vacancies and consider reallocation of personnel and non-replacement of departing employees. (c) Review employee and retiree benefits and consider restructuring. (d) Develop facility utilization plan within the Facilities Master Planning Process.

Principle II: The College will manage its assets so as to best fulfill its mission as an educational institution.

Goal 1: Managing College assets

Strategies	Responsibility	Timeline	Measures
(i) Review all assets in the context of the College's mission and needs	BOT President DOC Treasurer	Ongoing	(a) Evaluate assets to determine whether they are being used appropriately. (b) Sell or lease assets that either do not support the College's mission or can be reallocated in a manner that better fulfills the College's mission and enables it to meet its needs.

Strategies	Responsibility	Timeline	Measures
(ii) Reinvest adequately in the College's physical plant	Treasurer Buildings & Grounds Facilities Committee	Ongoing TBD	(a) Prepare and regularly update a facilities plan for the College that addresses both current and long term plant and equipment issues. (b) Review deferred maintenance items and develop an ongoing maintenance plan. (c) Establish a reserve fund for renewal or replacement of physical plant and equipment at or above a level that preserves their useful life.
(iii) Finance capital improvements, including new construction and major renovations, in a manner that minimizes reduction to the endowment	Business Office BOT	Ongoing	(a) Use a prudent amount of debt to finance capital improvements so as to avoid drawing down the endowment (b) Consider utilization of sale/leaseback and other financing methods

Principle III: The College will continue to meet or exceed applicable standards for financial accountability for comparable institutions.

Goal 1: Complying with all applicable standards and deadlines

Strategies	Responsibility	Timeline	Measures
(i) Complete financial reporting requirements	Business Office President's Office DOC	Ongoing	(a) Complete annual audit reports and receive audits with no significant, material findings (b) Fulfill SACS requirements for continuing accreditation. (c) Monitor performance indicators against other comparable institutions.

Goal 2: Monitoring Performance

Strategies	Responsibility	Timeline	Measures
(i) Develop an appropriate benchmarking system for monitoring performance	Business Office BOT Enrollment	Ongoing	(a) Develop and implement appropriate benchmarks for measuring financial performance. (b) Develop and implement appropriate benchmarks for assessing endowment performance. (c) Develop and implement appropriate benchmarks for measuring student enrollment, retention, and related matters.

Appendix E. Coed/Campus Life Implementation Matrix

Principle I: The College will continue to create a strong sense of community.

Goal 1: All members of the College community will commit to creating and maintaining a campus environment based on honor, respect, inclusion, and personal integrity.

Strategies	Responsibility	Timeline	Measures
(i) The College will educate all students on the spirit and mechanics of the honor code and will stress the importance of individual commitment.	Dean of Students Office Judiciary Committee New Student Programs	Orientation fall 2007 and ongoing	Demonstrate a reduction of at least 25% in Honor Violations following the implementation of the new strategy. Conduct longitudinal comparison of Honor Violations over the past 5 years against 2007-08 and years beyond.
(ii) The College will provide gender-equitable access to all institutional programming, including those offered through academic affairs, student affairs, and intercollegiate athletics.	DOC, DOS, SG, PER	Academic: begin fall 2007 Athletics: Director of Athletic Department to determine per NCAA guidelines	Provide evidence that we are in compliance with Title IX and NCAA requirements. Comparison of numbers of teams, clubs, events to assure compliance.
(iii) The College will examine the role of gender in the academic and social settings. (See also Curriculum/Pedagogy IV. and Alumnae Connections I.2. (v))	Faculty	Baseline observations beginning spring 2007	Demonstrate gender sensitivity through awareness of classroom dynamics and social modeling. Baseline classroom observations in Spring 2007, comparison with classroom observations for 2007-08 and beyond.
(iv) College policies and practices will emphasize student-initiated community standards, individual accountability, and dual responsibility.	Residence Life, Judiciary Committee, Social Violations Hearing Board	July 2007 and ongoing	Provide evidence of policies and practices that enhance student initiative in maintaining community standards, accountability for those standards and dual responsibility. Evaluation of Student Handbook and Catalog policies and standards.
(v) The College will commit to attract and retain a student body, staff, and faculty through hiring and recruitment practices that emphasize diversity and inclusion.	Enrollment Division	Current and ongoing	Actively recruit students, faculty and staff that provide a rich array of cultural diversity

Strategies	Responsibility	Timeline	Measures
(vi) The College will implement a sportsmanship education program that will emphasize the importance of honor and respect in the athletic arena as demonstrated by fans, coaches, and student-athletes.	Athletic Director	Fall 2007 and ongoing	Assessment of Athletic department initiatives including attendance, program reviews, and student athlete and coach surveys.
(vii) The College will welcome new students into the campus community through an orientation program that builds cohesiveness and esprit de corps.	New Student Programs, DOS	Fall 2007 and ongoing	Orientation Evaluations for students and for parents will include items related to community building and school spirit.

Goal 2: The College will provide a physically and emotionally safe campus environment for all students.

Strategies	Responsibility	Timeline	Measures
(i) College will employ a “community based” safety strategy where students, faculty, staff, and security personnel meet and discuss issues regularly.	Security and Residence Life	Fall 2007 and ongoing	Security office to conduct at least one community meeting per semester related to safety and security. Conduct surveys with students, faculty and staff to assess efficacy of efforts. Compare our crime statistics and other data with national survey data relative to our peer institutions
(ii) The College will provide physically secure residential facilities that support community development and academic achievement.	Security, Residence Life, B&G, and IT	Current and ongoing	Continuously conduct security evaluations through assessment of security reports. Provide enhancements as necessary to provide students with optimal levels of both access and protection in their residence halls and elsewhere on campus. Conduct surveys to identify areas for enhancements.

Goal 3: The College will emphasize the importance of balance in the lives of all community members.

Strategies	Responsibility	Timeline	Measures
(i) The College will provide social and recreational spaces and equipment, both indoors and outdoors, that meet campus needs for activity and recreation.	Proposal being developed by students on Coed/Campus Life Implementation Team.	Fall 2007	Determine through surveys and other methods that the majority of students feel that their recreational and activity needs are adequately met through existing facilities and services.

Strategies	Responsibility	Timeline	Measures
(ii) The College will encourage student social activity by providing adequate funding to bring performers, programs, and events to campus and to offer transportation to events at other regional campuses or venues.	DOS (Activities) and MAC	begin fall 2007	The majority of students will indicate that their social lives are balanced optimally between coursework and other activities. Students will be surveyed annually to assess satisfaction.
(iii) The College will create an academic schedule that provides for blocks of time to participate in extracurricular activities.	Proposal being developed by members of the Coed/Campus Life Implementation Team.	Proposal to be submitted by May 30, 2007, to implement fall 2008	Student surveys will be used to assess whether students feel a sense of balance in their academic and co-curricular activities.
(iv) The College will allocate staff resources for wellness education and needs assessment, with emphasis on alcohol and other drug use, STIs, smoking, and stress management.	DOS	Add additional staff when enrollment dictates.	Create a staff position to report to the Vice President for Student Affairs/ Dean of Students which will broadly be responsible for wellness initiatives, on concert with other departments (Health and Counseling, Athletics, etc.). Surveys of students will provide valuable insight into the efficacy of the program/position.
(v) The College will establish and support a student-run Women's Resource Center focusing on awareness and outreach pertaining to women's health, diversity, women's rights, and current events on campus and in the community.	Student member of Coed/Campus Life Implementation Team is currently developing a proposal.	Proposal to be completed by Fall 2007, implementation by Spring 2008	Identify a space to house a student-run women's resource center, describe services to be offered, define funding needs and identify students who are interested in participating in the leadership of the center. Assess the program through surveys, number of programs offered by the center, and by headcounts of students who visit the center.

Goal 4: The College will maintain its residential nature while offering limited options for off-campus residence.

Strategies	Responsibility	Timeline	Measures
(i) The College will provide housing options, such as apartments and suite/style rooms, that give expanded opportunities for autonomous on-campus living in the junior and senior years and will develop on-campus options for graduate student housing.	Vice President for Student Affairs, Director of Residence Life, Buildings and Grounds Director	When enrollment increases justify the need.	Provide responsible plans for building new housing when enrollment projections indicate College readiness. Survey current students on their preferences for housing options and amenities and propose dates for implementation.
(ii) The College will enhance current housing structures to provide maximum comfort and amenities for students, including air conditioning and elevators for ADA compliance.	Vice President for Student Affairs, Director of Residence Life, Buildings and Grounds Director	Begin fall 2007 and ongoing	Develop a plan for air conditioning the current residences in an incremental way. Develop a plan for financing and adding elevators to Webb and Wright Hall. Achievement of air conditioning of all residences and installation of elevators will be the means of assessment.
(iii) College housing will incorporate state-of-the-art technology and amenities.	Vice President for Student Affairs, Director of Residence Life, Buildings and Grounds Director	Develop plans to provide cell phone usability and wireless internet service.	Campus wide cell phone access and wireless internet will be operational.
(iv) The College will create policies to govern housing on and off campus that are fiscally responsible for the College but that also allow students greater flexibility in their choices for housing.	Vice President for Student Affairs, Director of Residence Life, Housing Committee	Begin Fall 2007	Development of new policies to allow students to have greater options for housing, including some off-campus residency permissions within College financial thresholds.
(v) The College will make on-campus housing available during college breaks for international students, athletes, and others as needed.	Vice President for Student Affairs, Dir. of Residence Life, Housing Committee .Summer Programs, Int'l Student Programs Coordinator	Offer break housing on a financial break-even basis to limited students beginning in the fall of 2007.	Identify dates and populations of students who would benefit from break housing.

Principle II: The College will ensure that all members of the college community understand the significance of gender, race, ethnicity, socioeconomic status, and sexuality as important and simultaneous aspects of social worlds and human lives.

Goal 1: The College will ensure that all members of the College community are focused on matters related to gender awareness by promoting an understanding of gender patterns, dynamics, and biases with specific course requirements and explicit co-curricular programs.

Strategies	Responsibility	Timeline	Measures
(i) All students will take one course that examines the experiences, ideologies, works, or actions of women in a cultural, historical, and/or political context.	Curriculum Implementation Group, faculty	Begin Fall 2008	General Education Requirements revised to reflect the change.
(ii) All students will take one course that requires inquiry into the construction and operation of power relations and social inequalities based on gender, race, and/or socioeconomic status.	Curriculum Implementation Group, faculty	Begin Fall 2008	General Education Requirements revised to reflect the change.
(iii) The College will actively support faculty and student scholarship that examines issues related to women and gender.	Curriculum Implementation Group, faculty	Begin Fall 2008	General Education Requirements and other curricular changes need to be discussed and approved by faculty.

Goal 2: Through co-curricular programs and academic initiatives, the College will promote gender awareness as it relates to current and future interpersonal, social, and occupational experiences of students.

Strategies	Responsibility	Timeline	Measures
(i) The College will provide opportunities for student participation in workshops and out-of-classroom experiences regarding issues related to gender in our changing global environment.	Curriculum Implementation Group, faculty	Fall 2007.	Proposal has been developed for a Center that will be housed in the CDC where all internships, service learning and experiential work will be coordinated.
(ii) The College will provide ongoing discussion and workshops for faculty and students that address gender equality in the classroom and effective pedagogical strategies for the coed classroom.	Curriculum Implementation Group, faculty	Workshops to be developed and implemented in fall 2007 with students and faculty.	Workshops delivered and evaluated.

Principle III: The College will be dedicated to examining leadership issues and advancing student leadership in all areas of public life – locally, nationally, and globally.

Goal 1: The College will actively promote proportionate representation of women and men in student leadership positions on campus.

Strategies	Responsibility	Timeline	Measures
(i) The College will provide direction and support to help effect proportionate representation of males and females in student government and related organizations as appropriate.	Vice President for Student Affairs, DOS Staff, Student Government Association	Begin Fall 2007	Staff will encourage student leadership positions to be proportionate with the gender representation in the student body. With an election system for SG positions, the student body itself will largely determine the gender breakdown in leadership positions through voting behavior.

Goal 2: The College will support leadership development programs on and off campus.

Strategies	Responsibility	Timeline	Measures
(i) The College will preserve and enhance the Davenport Leadership program for women.	Assistant Dean/Director of New Student Programs, Vice President for Student Affairs, Development Staff	Spring -Summer 2007 for conversations with the Donor and decision about gender inclusiveness in the program.	TBD -- Title IX requires comparable opportunities for women and men. Conversations with the donor may be conducted to determine if the program may be adjusted to allow men to participate, rendering Strategy 2 (below) unnecessary
(ii) The College will develop additional leadership programs and opportunities for all students.	Assistant Dean/Director of new Student Programs, Vice President for Student Affairs, Development Staff	Fall 2008 at earliest to have the program developed. Finding a donor would likely take much longer.	See above. If Davenport remains all women, the College will need to duplicate the program to provide the same opportunity for men.

Goal 3: The College will provide a broad range of opportunities for international leadership experiences.

Strategies	Responsibility	Timeline	Measures
(i) The College will establish, fund and advertise international leadership opportunities for students in both established and emerging programs around the globe.	Dean of the College, Director of International Programs	Implementation in calendar year 2008.	A proposal for International study is already on the table for consideration.

Strategies	Responsibility	Timeline	Measures
(ii) The College will provide staffing and endowed funds to assist students as they pursue co-curricular opportunities internationally: leadership workshops, arts experiences, athletic competitions, service projects, etc.	Director of International Programs, Vice President for Student Affairs	Implementation in calendar year 2008.	A proposal for International study is already on the table for consideration.

Principle IV: The College will prepare students for life in a complex global society, where the ability to understand and appreciate diverse people and societies is critical.

Goal 1: The College will encourage respectful intellectual and personal interaction among the members of our diverse community through academic and social programs.

Strategies	Responsibility	Timeline	Measures
(i) Encourage clubs , organizations, and residence halls to emphasize cross-cultural programming	Director of Student Activities, Director of Residence Life	ongoing	Residence hall staff will have programming expectations that will include programs that touch on cross cultural themes.

Goal 2: The College will provide generous off-campus study opportunities for a majority of students.

Strategies	Responsibility	Timeline	Measures
(i) The College will develop new relationships with regional colleges to expand study abroad opportunities.	Director of International Programs, faculty	fall 2007 and ongoing	A proposal for expansion of opportunities for International study is already on the table for consideration.
(ii) The College will maintain appealing opportunities for domestic study off campus.	DOC/Associate Dean, Director of International Programs, faculty	fall 2007 and ongoing	Expand list of domestic study off campus.

Principle V: The College will honor and pay tribute to its history as Randolph-Macon Woman’s College and encourage passion and pride for Randolph College.

Goal 1: The College will recognize the historical accomplishments of R-MWC students and graduates.

Strategies	Responsibility	Timeline	Measures
(i) The College will regularly recognize alumnae achievement.	Alumnae Director, Alumnae Association, President of the College	Fall 2007 (continuation of existing programs)	Continue recognition of alumnae through the Alumnae Leadership Awards, Reunion activities, and the Pearl S. Buck Award.

Strategies	Responsibility	Timeline	Measures
(ii) The College will preserve and exhibit college memorabilia.	Director of the Office of College Relations, Alumnae Director, Director of the Library, , Maier Museum Staff, Athletic Director	Current and ongoing	Develop spaces on campus where historical documents and artifacts can be displayed in respectful and appealing ways.

Goal 2: The College will recognize the historical contributions of R-MWC as an institution to women's education.

Strategies	Responsibility	Timeline	Measures
(i) The College will establish an annual day of recognition to honor and pay respect to our history as Randolph-Macon Woman's College.	Vice President for Student Affairs, Director of Alumnae, Director of Office of College Relations, student representatives	Spring 2008 for first expanded Founders' Day.	Expand Founders' Day to include particular recognition of our women's college heritage.

Goal 3: The College will place high value on its traditions.

Strategies	Responsibility	Timeline	Measures
(i) The College will preserve and fund current traditions while remaining receptive to the development of new traditions in the future.	Vice President for Student Affairs, Student Government Association	Fall 2007 and ongoing	Continue current traditional events. DOS staff to work with students in leadership roles to develop new traditions and/or to adjust current traditions to make them inclusive of both genders as appropriate.

Goal 4: The College will create and maintain events that bring people together in celebration of the college.

Strategies	Responsibility	Timeline	Measures
(i) The College will strive to provide regular and on-going community-building initiatives such as MacDoodle Day, Founder's Day, Homecoming, faculty/student/staff intramural programs, etc.	Vice President for Student Affairs, Dean of the College, Senior Staff, Athletic Director and Athletic Staff	Fall 2007.	Continue MacDoodle Day, and other traditional events as community building activities.

Appendix F. Curriculum/Pedagogy Implementation

Principle I: The College will enhance its Liberal Arts and Sciences curriculum, and in that spirit will foster self-directed learning in a collaborative environment.

Goal 1: Strengthen the college's commitment to a strong Liberal Arts and Sciences curriculum.

Strategies	Responsibility	Timeline	Measures
(i) Conduct program reviews of all majors, including an external review component, maintaining those that have strong student interest and / or are central to the Active Global Honors curriculum	DOC, with consultants (probably Deans from Peer and Aspirant institutions) President VP Finance	Completed by December 2007	Reviews completed and acted on
(ii) Affirm the college's commitment to recruiting and retaining the very best faculty by review of faculty workload and by strengthening faculty development.	DOC President VP Finance	Current and continuing	Percentage of first-choice candidates hired; faculty turnover rate

Goal 2: Energize the curriculum by giving students more choice and more options for meaningful individual or group projects.

Strategies	Responsibility	Timeline	Measures
(i) Add May Term for intensive language instruction, study-travel, etc.	Curriculum Committee DOC	Pilot: Spring 2008	Number and nature of courses offered; number of students participating; positive financial implementation; evaluations by participants
(ii) Offer one First-Year Experience or a selection of FYE's that will foster a global point of view and encourage individual challenge, goal-setting, and investigation.	DOC Curriculum Committee Gen Ed Committee	Begin Fall 2007	Courses offered and evaluated

Strategies	Responsibility	Timeline	Measures
(iii) Review and revise General Education program, including an examination of peer and aspirant institutions, to be consistent with Principle I.	Gen Ed Committee	Report with recommendations by March 2008	Revised Gen Ed program approved in 2007-08
(iv) Designate and promote linked courses that encourage students to see and reflect on connections	DOC Curriculum Committee	Report with recommendations by March 2008	
(v) Develop more courses that articulate and exploit interdisciplinary connections	DOC Curriculum Committee	Report with recommendations by March 2008.	
(vi) Multi-semester research project on a subject the student cares deeply about, beginning sometime in the sophomore year – not necessarily related to a major		Report with recommendations by March 2008	

Principle II: The College will foster a culture of inquiry and creativity that supports teaching, learning, and scholarship as vitally interconnected activities.

Goal 1: Increase opportunities for student-faculty research and collaboration both during the summer and regular academic terms.

Strategies	Responsibility	Timeline	Measures
(i) Provide further opportunities and incentives for summer research	DOC VP Finance	Ongoing	Increase average participation over the next three years.
(ii) Develop incentives and mechanisms to enable collaborative research to take place during the academic year	DOC Prof Dev Committee	Recommendations by March 2008	5 projects 2008-09
(iii) Enhance senior capstone where applicable	DOC Departments	Ongoing	Continuing discussion

Goal 2: Develop opportunities to showcase student scholarship.

Strategies	Responsibility	Timeline	Measures
(i) Scholarship celebration day each Spring	Faculty Development Coordinator	Spring 2008	Number of participants; positive publicity; evaluation by participants
Strategies	Responsibility	Timeline	Measures
(ii) Feature student and faculty scholarship on website	DOC Office of College Relations	Part of new web currently being designed	
(iii) Funding for student travel to conferences	DOC	2008-09	15 participants (not counting senior Psychology majors)

Goal 3: Develop ways to enhance faculty scholarship.

Strategies	Responsibilities	Timeline	Measures
(i) Endow faculty scholarship award, comparable to Larew or Davidson	Development	Next 5 years	Award endowed by 2012
(ii) Consider reduced teaching load in certain cases	DOC	Recommendations by March 2008	
(iii) Consider pre-tenure sabbaticals in certain cases	DOC	Recommendations by March 2008	
(iv) Consider Claremont-McKenna-style research institutes (faculty-initiated, thematically-based, funded mostly from outside)	DOC Development	Recommendations by March 2008	
(v) Enlarge commitment to SOTL (the Scholarship of Teaching and Learning)	DOC Faculty Development Coordinator Possible tri-college item?	2007-08	Number of on-campus events, workshops, etc.; number of faculty participating in conferences

Principle III: The College will foster intercultural understanding and diversity of perspective.

Goal 1: Build on the college's international qualities.

Strategies	Responsibility	Timeline	Measures
(i) Make more deliberate use of international students, perhaps as part of instruction	DOC DOS Education Dept.	Recommendations by March 2008.	New class or program in place Fall 2008

(ii) Expand study abroad options	Director, Int'l Programs	Begin Fall 2007	Increase study abroad participation by 2010-11.
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Strategies	Responsibility	Timeline	Measures
(iii) Use Reading as a focal point for intercultural understanding	Director of Reading DOC Director, Int'l Programs	Plan 2007-08; Begin Fall 2008	Evaluate participation and costs after 5 years.

(iv) Obtain a DC presence to broaden opportunities for internships, intensive study, etc.	CDC to coordinate	Investigate 2007-08	Arrangements completed Spring 2008.
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Goal 2: Promote student reflection.

Strategies	Responsibility	Timeline	Measures
(i) Four-year self-assessment of Global Awareness and Global Knowledge	Director, Int'l Programs Education and Psych depts.	Design Fall 2007; Begin (perhaps with one class) Spring 2008	Thoughtfulness of responses, as evaluated by academic advisors.

(ii) Offer regular course(s) in Intercultural Communication		Fall 2007	Student evaluations; assessment by instructors.
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Goal 3: Make additions to the college's existing strengths.

Strategies	Responsibility	Timeline	Measures
(i) Explore development possibilities: School for Diplomacy and Peace Studies	Curriculum committee Faculty Development Office	Recommendations by March 2008	

Principle IV: The College will foster awareness of gender issues in a way that is faithful to its history and responsive to the conditions of the 21st century.

Goal 1: Make the college “consciously coed.”

Strategies	Responsibility	Timeline	Measures
(i) Provide faculty development opportunities on gender issues in the coed classroom	FDC Gender Issues group	Follow-up study on classroom behavior: Fall 2007 Presentation of results Spring 2008.	Number of faculty participating in on-campus study Number of faculty participating in conferences
(ii.) Revitalize the gender studies program by increasing the number of courses offered with that designation and considering a new major within 5 years	DOC Faculty	Recommendations by March 2008.	2 additional courses Fall 2008; 2 further by Fall 2009.

Goal 2: Visibly connect the college’s past with its present and future.

Strategies	Responsibility	Timeline	Measures
(i) Plan and seek funding for an R-MWC institute for gender studies	Faculty Development	Recommendations by March 2008	

Principle V: The College will foster socially responsible citizens who understand the value of honor and community. It will encourage those citizens to become engaged with issues both local and global, and to understand the interconnectedness between the two.

Goal 1: Promote connectedness.

Strategies	Responsibility	Timeline	Measures
(i) Enhance Career/Experiential Center, so that internships, volunteer service, service learning courses, travel, and study abroad may reinforce and enrich each other	CDC DOC DOS	Fall 2007	Increase in CDC traffic; student evaluations
(ii) Develop service learning opportunities for 5 courses in the next five years	CDC Departments	Ongoing	2 courses in place by Fall 2009; 3 more by Fall 2010

Strategies	Responsibility	Timeline	Measures
(iii) Require that every student have at least one from: study abroad, intercultural, service learning, volunteer, apprenticeship, or experiential learning	Gen Ed Committee	Fall 2007	Requirement added to Gen Ed by March 2008

Goal 2: Promote ethical standards.

Strategies	Responsibility	Timeline	Measures
(i) Maintain and highlight Honor System	Admissions OCR See items listed under Principle 3 above	Ongoing	

Principle VI: The College will offer a curriculum in the best tradition of the Liberal Arts and Sciences that provides its graduates with the knowledge and skills necessary to excel in graduate school, professional school, and productive careers.

Goal 1: Be sure curriculum and assessment are related to needs of marketplace.

Strategies	Responsibility	Timeline	Measure(s)
<p>(i) Ensure that the following <i>crucial competencies for "knowledge workers"</i> are included and emphasized in a designated percentage of courses:</p> <ul style="list-style-type: none"> • Results-focused approaches for analyzing complex issues • Audience-specific skills in writing about complex topics • Techniques for marshaling persuasive mathematical evidence • Advanced skills in developing presentations for unsympathetic audiences • Guides for negotiation and conflict resolution in teams <p>-- From an article by Lee Dudka in <i>Liberal Education</i>, Winter 2006</p>	DOC Inst. Effectiveness Committee All depts.	2007-08	25% of college courses take explicit account of these competencies by end of 2007-08

Goal 2: Consider additions to departments, new programs or majors that fit our Liberal Arts and Sciences emphasis and prepare students for productive careers.

Strategies	Responsibility	Timeline	Measures
(i) Business or Business Economics BFA <u>Consider:</u> Computer Science Arabic New Master's degrees	DOC Curriculum Committee Departments	Fall 2008 BFA begin Fall 2007	