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I. Prepare students for meaningful lives of leadership, service, and lifelong learning through purposeful engagement in liberal arts education, experiential learning, and career preparation.

A. O’TOOLE - Design an exceptional program of career preparation for every student: *(Recruitment, retention and reputation)*

- Refurbished Career Center - February 2013.
- Hired new staff member in Career Center - April 2013.
- Implemented new online internships data base, “Hollins Works” – August 2014.
- Guarantee every qualified student at least one internship opportunity – ongoing.
- Offered “Career Boot Camp” for all students – January and May 2015.
- Started “Aspire”, monthly business etiquette/career focus dinners – fall 2014
- Conducted benchmarking study to evaluate how Hollins Career program compares to other institutions - summer 2014.
- Launched “Hollins Career Compass” program – August 2014.

B. Deleted as of 5/2/14; see addendum.

C. HAMMER – Explore curricular change. *(Recruitment, retention, and reputation)*

- Approved new global politics and societies department - 2014.
- Approved revisions to business curriculum – April 2014.
- Approved new B.S. in environmental science – April 2014.

D. Deleted as of 5/2/14; see addendum.

E. HAMMER (DERRINGER) - Improve the quality of students’ experiences by updating equipment, technology, classrooms, and labs in the Dana Science Building to improve their functionality and visual appeal and enhance safety. Identify needs, secure cost estimates, and develop fundraising plans. *(Recruitment, retention, and reputation)*

- Surveyed Division III faculty, staff and students and identified short, mid-range, long-term actions – 2013-14.
- Installed new furniture in second floor lobby – summer 2014.
- Identified classrooms to be upgraded – fall 2014.
- Select consultant to advise best course of action for laboratory design – spring 2015.
- Begin upgrade of classrooms – summer 2015.
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F. HAMMER (GETTINGS) - Enhance teaching and learning in the digital world by helping faculty integrate technology more fully in their classes through training and technology upgrades. (Recruitment, retention, and reputation)

- Met individually with 62 faculty and identified their needs and interests for training/equipment/enhancements - January 2014.
- Held five faculty workshops - spring 2014.
- Convened new learning community for faculty interested in technology - fall 2014.
- Scheduled faculty presentations - spring 2015.

G. HAMMER - Define and propose a program to challenge and engage our most talented students. (Recruitment, retention, and reputation)

- Approved Honors Program - October 2013.
- Secured funding - December 2013
- Launched - fall 2014.

H. HAMMER - Define and propose a program, which may include expansion of the Center for Learning Excellence, to support student success. (Recruitment, retention, and reputation)

- Offered trial courses for new students on academic probation – spring 2014.
- Met with 82 faculty to gain better understanding of persistent student needs - spring 2014.
- Started “Meet and Eat” series for first-year students on topics related to good academic citizenship – fall 2014.
- Developed plans to relocate Center for Learning Excellence to Wyndham Robertson Library – fall 2014.
- Relocate Center for Learning Excellence if funding secured – summer 2015.

I. ALL – Strengthen the Hollins community through a commitment to increasing diversity of employees and representation on boards showing consistent improvement over time.

- Compiled data regarding diversity – winter 2015.
- Charged Diversity Initiative Advisory Board (DIAB) to make recommendations on hiring – spring 2015.
- Working with volunteer board leadership to increase diversity on volunteer boards – spring 2015.

II. Launch a distinctive alumnae engagement campaign designed to connect students with alumnae and leverage our alumnae as a lifelong resource and strategic advantage.
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A. STONE - Create a comprehensive and distinctive alumnae engagement campaign that can galvanize Hollins graduates to create an unprecedented program of career preparation and array of internships that can become a new signature of the Hollins education. (Recruitment, retention, and reputation)

- Started new fundraising initiative; over $15 million raised – January 2015.
- Exceeded goals for internship sponsors in NY and D.C. – January 2015.
- Recruited 46 alumnae to serve on Council of 100 – fall 2014.
- Published report on Alumnae Engagement Initiative for alumnae – December 2014.

B. STONE - Recruit alumnae to provide an exceptional array of internships in a wide range of fields, and offer housing and planned activities, starting with clusters of internships in targeted cities such as Washington, D.C. and New York. (Recruitment, retention, and reputation)

- Exceeded goal for internship opportunities - 2015. (85% of Class of 2018 indicate availability of internships was a moderate to deciding factor in enrolling at Hollins.)
- Seeking additional funds to support housing stipends; developing plan to stabilize future years - 2014-15.

C. STONE - Enlist alumnae to provide career mentoring to students through participation in annual career workshops and individual career advising. (Recruitment and retention)

- Held first Career Conference 10/4/12 with 52 returning alumnae; second conference held 10/10/13 with 100 alumnae returning; third conference scheduled for 10/20/14 included 76 alumnae. Next conference set for 10/19/15.
- Launched pilot program matching young alumnae with First Year Seminar instructors and their classes - suspended fall 2014.
- Developing coaching program for alumnae, matching them with students interested in their career fields - in process.
- Creating new pre-professional alumnae councils for pre-law, pre-vet, and pre-med - launch in spring 2015.
- 80% of Class of 2018 indicated availability of alumnae network was a moderate to deciding factor in enrolling at Hollins.

D. NILES - Create a comprehensive alumnae admission recruitment program designed to help increase the number of students enrolling at Hollins. (Recruitment)

- Recruited 32 alumnae to represent Hollins at college fairs across the country - fall 2014.
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- Enlisted 41 alumnae volunteers to call prospective students and discuss their interest in/questions about Hollins - spring 2014. (Second annual Alumnae Calling week to be held February 16-20, 2015).
- Concluded successful fall Rally for Referrals campaign having received 101 referrals. Launch Race to Reunion and Virginia Commonwealth Referral Challenge - spring 2015.
- Enlisting alumnae to present book awards - spring 2015 (20 presented by alumnae around the country in 2014.)
- Enlisting alumnae to host and attend prospective student events - ongoing.
- Holding first annual Legacy Weekend - August 2015.

III. Enliven the student experience on campus through improved engagement, facilities, and social life.

A. O’TOOLE - Create a student engagement campaign designed to connect new students and upper-class students to strengthen bonds within the Hollins community. (Retention)


B. EDMONDS - Increase the vibrancy of student and residential life. (Recruitment and retention)

- Completed improvements to Tinker Residence Hall complete - September 2012.
- Approval design for new apartment village - May 2013
- Completed renovations to Hill House, Rath Haus, and sidewalks - summer 2014.
- Completed Moody Center programmatic options and space configurations; and fundraising in process – fall 2014.
- Completed survey and focus group study of social life – spring 2014/fall 2014; results to be presented – May 2015.
- Developed plan and budget proposal to serve first generation and other students – spring 2015.
- Established Student Board of Directors for Dining Services - spring 2014.
- Introduced new food service provider, Meriwether Godsey – summer 2014.

C. HAMMER - Continue to improve athletics and health/fitness opportunities for students.

- Completed expansion of fitness center - August 2012.
- Implementing recommendations received from ad hoc committee on maximizing location related to outdoor adventure activities including Hollins’ Outdoor Program to attract and connect students to the region – 2013 and ongoing.
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- Established relationship with Western Virginia Water Authority for free access to Carvins Cove for the Hollins community – summer 2014.
- Appointed interim director of athletics – summer 2014.
- Hired assistant basketball coach - fall 2014.
- Implemented new athletics/admission liaison program – fall 2014.
- Appointed new volleyball coach – fall 2014.

IV. Identify and develop new programs that will generate additional net revenue.

A. HAMMER - Evaluate the Horizon program and, if appropriate, propose a new delivery model for non-traditional students to earn or complete baccalaureate degrees.  
   (Recruitment, retention, and revenue)
   - Explored range of program options regarding curriculum and program design – 2013 to present.
   - Commissioned preliminary market research – summer 2014.
   - Commissioned market demand survey - January 2015.
   - Developed proposal for degree completion program for working adults with associate’s degree for Faculty Executive Committee and Board of Trustee consideration – February 2015.

B. HAMMER - Sustain and support existing graduate programs and expand graduate offerings where feasible, including exploration and implementation of online and distance learning opportunities and graduate program adjacencies.  
   (Revenue)
   - Received SACS approval of online M.A.L.S. program - July 2013.
   - Launched non-credit on-line course in creative writing as extension of Tinker Mountain Writer’s Workshop - fall 2013.
   - Approved new M.F.A. Children’s Book Writing and Illustration; Certification in New Play Directing; Certification in New Play Performance; Certification in Leadership - October 2013.
   - Commissioned preliminary market research on possible new graduate programs – fall 2014; focused research to be completed - spring 2015.
   - Approved new concentrations in playwriting – fall 2014.
   - Recruited new leadership for M.A.T. and M.A.L.S. – winter 2015 (effective summer 2015.)

C. HAMMER - Pilot certificate programs for populations not traditionally served by Hollins, including options such as paralegal, business essentials, and non-profit management certificates.  
   (Revenue)
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- Decide whether to pursue degree completion program – February 2015.
- Set time frame for dedicated look at revenue enhancements after decision on
degree completion and division of continuing studies – summer 2015.

D. Delete as of 5/2/14; see addendum.

E. NILES - Review and revise current undergraduate and graduate tuition pricing and
financial aid leveraging policies to maximize enrollment and net revenue.
(Recruitment, retention and revenue)

- Completed a tuition elasticity study - summer 2012.
- Research and assessment ongoing regarding most effective strategies to meet
demonstrated need while balancing net tuition revenue goals - fall 2014.

F. STONE – Launch $50 million fundraising initiative specifically to fulfill goals of the
strategic plan.

- Prioritized fundraising activities to support financial aid for students and
capital projects included in plan - spring 2014
- Received challenge grant from Mary Morton Parsons Foundation to support
capital projects - in process.
- Received challenge grant from William R. Kenan, Jr. Charitable Trust to
raise new funds for endowed scholarships - in process.

V. Increase the visibility and reputation of Hollins through exceptional student
recruitment and marketing programs. (Reputation)

A. NILES - Complete a marketing and brand audit to ascertain how best to incorporate
new and continuing strategic priorities into our outreach efforts. (Recruitment and
reputation)

- Completed audit - fall 2012.
- Introduced new brand guidelines to community, and appointed brand
ambassadors to assist with implementation - fall 2013.
- Redesigned admission print pieces consistent with brand - winter 2014.

B. Enhance use of social media in the recruitment process and improve Hollins’ web
presence. (Recruitment and reputation)

- Convened standing social media committee - January 2014.
- Began to incorporate social media tools (Instagram) into communication
plan for admission process - spring 2014.
- Engaged New City to update Hollins web site to improve navigation,
maximize search engine optimization, and implement responsive design –
February 2014.
- Launched new website - December 2014.
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- Entered partnership with Widmeyer firm to provide support on PR issues and strategies including use of social media to enhance institutional visibility – spring 2015.

C. Re-envision opportunities to promote Hollins through summer programs for high school girls and other targeted outreach efforts. *(Recruitment)*

- Presented successful Hollinsummer programs in Creative Writing, riding, and a cappella with maximum capacity reached – summer 2014.
- Expanded Hollinsummer to two sessions – summer 2015.
- Marketing campaign underway – spring 2015.
- Established contests for sophomore and junior high school girls in playwriting – fall 2013, and dance and film – fall 2014.
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Items deleted as of 5/2/14

I.B. Expect, and ideally require, every student to engage in at least one internship, research experience, or a similarly significant service-based or leadership opportunity (including developing internship opportunities abroad). *(Recruitment and retention)*

- Since we can now guarantee an internship and the need for requirement has gone away thanks to participation in C3 and other initiatives that help students prepare for an internship, this item will be dropped from the plan.
- Marketing will push the guaranteed internship more intentionally.

I.D. Define and propose revisions to Short Term to give students the choice among the following options: a travel experience, a service experience, mentored research or creative work, an internship, or a career preparation seminar, supported by a cohesive program that offers opportunities for faculty development and encourages collaboration and student peer mentoring. *(Recruitment, retention, and reputation)*

- Seen as faculty issue not strategic plan.
- Perhaps future QEP opportunity.
- Show as dropped but keep on long term agenda.

IV.C. Pilot certificate programs for populations not traditionally served by Hollins, including options such as paralegal, business essentials, ad non-profit management certificates.

- Re: paralegal, didn’t have the expertise, concerned about investment, but will look again. Could be an alternative to those interested in pre-law. Set a time frame and flesh out or drop.
- Reference the need to take a dedicated look at revenue enhancements rather than being specific about what they are and think differently about it than we have for the last 2 years.
- Discuss this as incubator process at the August meeting.

IV.D. Explore and implement other programs likely to generate revenue and enhance the university’s visibility, such as a new continuing education seminar for retirees.

- This is not where our energy/investment needs to be and will be DROPPED.