CONNECTING LIBERAL ARTS EDUCATION
AND EXPERIENCE TO ACHIEVE RESULTS

Revision of

THE STRATEGIC PLAN for HOLLINS UNIVERSITY

When the strategic plan was adopted in May 2012, it was developed in response to the Board of
Trustees’ challenge to “advance the university in allegiance to its mission” during a time of
dynamic and rapid change affecting higher education. Since the plan’s adoption, we have
accomplished many of the original goals. Encouraged by this progress, but informed by
continued volatility affecting colleges and universities, we initiated a “refresh” of the strategic
plan in the fall of 2015 resulting in this revision of the goals and objectives of the original
strategic plan. A critical success factor remains our ability to demonstrate the connection
between the strong foundation of a liberal arts education at Hollins and our students’ ability to
translate their education into successful careers. We continue to be well-positioned to be a leader
in demonstrating how liberal arts is a springboard to life success as exemplified by our strong
network of accomplished Hollins graduates—one of our greatest assets and key differentiators.

We remain committed to the plan’s original vision for Hollins to:

• Become nationally recognized as the women’s liberal arts college that best unites
  excellence in liberal arts education with experiential learning opportunities and
  strong career preparation.
• Create an educational competitive advantage for its students by utilizing its
  alumnae network to connect students with hands-on experiences and mentoring
  that will enable professional and life success.
• Strive continually to ensure the sustainability of its financial model and support
  the goal of making Hollins attractive, accessible, and affordable to qualified
  students.

Our success will continue to be measured by increased enrollment, enhanced revenue from new
programs, and greater institutional visibility over the next few years. We will also extend the
timetable for the plan from 2012-2017 to 2018, at which time we will either continue to extend
the timetable or begin a new planning process.
Revised Strategic Goals and Objectives

New ideas emerging from the 2015 “refresh exercise” are indicated in bold; completed strategic goals and objectives from the original plan have been deleted.

I. Prepare students for meaningful lives of leadership, civic engagement, and lifelong learning.

A. Continue to enhance and develop an exceptional program of career preparation for all students.
   • Evaluate and consider how to make the career program truly distinctive, compelling and “best in class.”
   • Build deeper ownership of the program by engaging with faculty around internship opportunities.
   • Develop and implement plans to help students improve communication and other workforce readiness skills prior to internship placements.
   • Collect and publicize outcome data relative to internships and first job placement and graduate school preparation.

B. Strengthen the curriculum.
   1. Undergraduate:
      • Pursue partnerships with regional academic, health sciences, arts, and other organizations that will strengthen the curriculum and our ability to attract and retain students.
      • Consider broadening experiential learning opportunities, including community and civic engagement.
      • Consider ways to enhance and align the business curriculum within the context of the liberal arts curriculum.
      • Explore ways to support career preparation in the arts and humanities by offering new courses in business and technology.
   2. Graduate programs:
      • Explore opportunities to leverage the “three-year baccalaureate” with graduate program offerings at Hollins to create accelerated B.A./graduate degree offerings.
      • Maximize summer graduate program enrollment and revenue through a price elasticity study and review of current program structure, staffing, and marketing.
      • Pursue or eliminate efforts to elevate program offerings related to leadership, entrepreneurship, and special education.

C. Improve the quality of students’ experiences in the sciences by thinking holistically and innovatively about curriculum and staffing and by updating equipment, technology, classrooms, and labs in the Dana Science Building to improve their functionality and visual appeal and enhance safety.

D. Continue to emphasize technological integration in pedagogy and improve technology in teaching spaces.

E. Explore expanding the Dr. R. Lowell Wine Center for Learning Excellence to enhance student success and teaching excellence.
• Consider expanding current peer tutor program to offer students assistance with skills-based courses.
• Consider adding programs for faculty interested curricular innovation and in improving pedagogy.

F. Develop and implement plans to introduce new “wellness” initiatives.
• Appoint a task force to make recommendations on how to improve programs and services to foster mental, physical, emotional, and spiritual health.
• Increase programming of fitness and wellness activities for all students by improving PE offerings and perhaps starting intramurals.
• Capitalize on the success of the Hollins Outdoor Program by strengthening partnerships and developing new marketing and student recruitment initiatives.

G. Strengthen the Hollins community through a sustained commitment to become more diverse and inclusive.
• Informed by climate assessment survey results, offer ongoing facilitated dialogue opportunities for faculty, staff and students focused on listening, sharing perspectives, and building capacity for conversation.
• Offer faculty, staff, and students more training and educational programming in intercultural competency on an immediate and sustained basis.
• Continue to increase diversity of Hollins’ workforce and volunteer boards.
• Seek initial grant funding for cabinet level position to coordinate inclusivity initiatives.
• Develop a deeper understanding of Hollins’ history, including recognition of the contributions of the Oldfield’s community.
• Re-envision the role of the Diversity Initiative Advisory Board (DIAB) or a similar new group.

II. Enhance the alumnae engagement campaign designed to connect students with alumnae and leverage our alumnae as a life-long resource and strategic advantage.

A. Galvanize graduates to engage in an unprecedented program of career preparation and signature internships that can become a new signature program.
• Assure sustainability of signature internship networks and volunteer leadership.
• Endow stipends for a minimum of 80 signature internships to ensure financial stability of program.

B. Enlist alumnae volunteers to provide career mentoring to students.
• Continue Career Connections Conference.
• Convene Professional Advising Councils, including pre-law, pre-vet, and pre-med.
• Establish annual spring alumnae-in-residence program.
• Develop plans to connect alumnae with students who share similar academic and co-curricular interests, such as alumnae athletes with student athletes.

C. Continue the comprehensive alumnae admissions recruitment program designed to help increase the number of students enrolling in Hollins.

D. Support engagement of alumnae with each other.
- Expand technological solutions to build alumnae-to-alumnae career network.
- Develop a full range of programming for alumnae on and off campus including travel and alumnae/i college programs.
- Establish and market Hollins as a life-long network that offers ongoing career support.
- Maximize potential of sustainable alumnae network and their engagement with each other. (Institutionalize best in class alumnae network).
- Strengthen organization and communication with local/regional alumnae chapters.

E. Engage alumnae in philanthropy to raise $75 million or more to ensure a stronger financial foundation, student opportunities, and academic excellence.

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

A. Expand opportunities for new students to connect to upper-class students to strengthen bonds among students with common academic interests.
   - Consider matching new students with returning students based on academic interests by enlisting students to assist departments at the Academic Fair.
   - Consider providing department chairs with lists of new students who have expressed interest in their departments and assign current majors to follow-up with new students.

B. Increase the vibrancy of student and residential life.
   - Work with SGA leadership to assess and enhance effectiveness of university and HAB sponsored student activity programs.
   - Strengthen connections with downtown businesses and other campuses.
   - Assess status of student housing, including plans for new apartment village, and develop short- and long-range plans.

C. Continue to improve athletics.
   - Continue to improve facilities, especially fitness area and front entrance of gym.
   - Strengthen recruitment efforts in athletics.
   - Review and enhance, if needed, capacity for athletic training.

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

A. Consider how to make current Horizon program more accessible to working adults, including different course delivery models (online, night, hybrid, summer, or weekend courses in a limited number of majors).

B. Encourage and support new opportunities for continuing education in areas that complement current undergraduate and graduate programs.
   - Name and appoint leadership for administrative structure to encourage exploration and experimentation with promising, new ideas (such as arts and healing, public art, digital media, museum studies, non-fiction, and business writing).
   - Focus on collaborative opportunities with Carilion and other health science organizations in Roanoke that build on Hollins’ strengths.
V. Increase institutional visibility and reputation of Hollins through exceptional student recruitment and marketing programs.

A. Enhance use of social media in recruitment and marketing and continuously improve Hollins’ web presence.

B. Promote our location in Virginia’s Blue Ridge Mountains, including both outdoor and regional cultural opportunities (the “best of both worlds: a small city with a fabulous back yard”).

C. Continue to refine and enhance student recruitment initiatives in areas of opportunity, including pre-professional programs, athletics, international students, transfer students, Hollins’ study abroad programs and Hollinsummer and pre-college programs.

D. Plan and implement new comprehensive name recognition campaign focused on North Carolina and Virginia, starting in 2016-17 and linking to 175th anniversary.

E. Raise Hollins’ visibility in the Roanoke Valley by maximizing marketing and program opportunities unique to the 175th anniversary.

F. Develop a comprehensive marketing plan aligned with the strategic plan.