

Hampden-Sydney College  
 Strategic Plan Implementation  
 H-SC 20/20: Recognized for Excellence in the Education of Men  
 (adopted by Board of Trustees, November 2011)  
 Updated: November 8, 2013

Phase I

Goal Action Items (15 of 58)	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
1.4 Investigate offering a business major	Name changed to Department of Economics & Business	Economics & business courses available in department major	Economics & business courses available in department major						
2.0, 3.0 Administer climate surveys	Administered faculty and staff survey in fall 2011	Preparing for student survey administration in spring 2013	Evaluation of survey results						
2.B.1 Engage in a curriculum development review	Curriculum review started	Curriculum review continues	Curriculum review expected to be complete						
2.B.3 Give more attention to freshman and sophomore years	Examined current programs and best practices	New Orientation Program to assist student transition	Evaluation for changes						
3.A.5 Engage parents and alumni in recruitment process	Examined current programs and best practices	New "Man Up With Admissions" Program for engagement	Continued launch of additional parts of "Man Up" Program						
3.B.2 Enhance professional development and support of staff	Research	HR director consult with senior staff officers	Implement professional development programs						
3.B.3 Create a staff advisory committee	Research	Form Interdepartmental Operations Advisory Committee	Operate Interdepartmental Operations Advisory Committee						
3.C.1 Strengthen and diversify Board	Initiate discussions such as heart versus resource boards	Add some first-time Trustees to Board	Continue to make positive changes						
3.C.2 Increase Board interaction with faculty and staff	Research	Faculty speak at Board meetings; Trustees observe classrooms	Continue to increase interaction, Trustees participate in C-Day						
3.C.3 Evaluate all aspects of Board operations	Research	Revised College Bylaws effective June 30, 2013	New Audit Committee, Board assessment, winter mtgs outside VA						
3.D.9 Ensure a safe and secure campus: professional development, community policing, and cameras	New emergency procedures, e2Campus, and gun locker location	Community policing, mutual aid agreements, examine other colleges	Restructuring, program assessment, professional development						
5.1 Reassess current strategy for student recruiting	Review of recruiting strategy	Ongoing Tuition Discount Study and marketing review	Ongoing Tuition Discount Study and marketing review						
5.2 Reassess current strategy for institutional advancement	Reassessment of current strategies	Comprehensive planning and best practice approaches	Continue operation of best practices and new approaches						
5.5 Increase alumni participation from 29% to 45%	Prepare and approve alumni engagement plan	Implement alumni engagement plan	Implement alumni engagement plan						
5.7 Place additional emphasis on corporate giving	Research	Part of 5.2	Part of 5.2						
5.8 Study use of debt financing	Borrowing needs determined with projects initiation	Borrowing needs determined with projects initiation	Borrowing needs determined with projects initiation						

Key:

- Blue - Research:** study and evaluation taking place before design and implementation actions
- Green - Start of implementation:** earliest implementation of actions
- Yellow - In process:** implementation of actions continuously ongoing
- Orange - Future:** actions to be identified and taken in the future (actions are forthcoming)
- Red - Complete:** actions are complete

Phase II

Goal Action Items (34 of 58)	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
1.1 Develop recognition for educating men				Forthcoming	Forthcoming	Forthcoming			
1.2 Broaden honor to include conduct, character, etc.				Forthcoming	Forthcoming	Forthcoming			

1.3 Help students become active citizens	Forthcoming	Forthcoming	Forthcoming
1.5 Add programs so grads become more competitive	Forthcoming	Forthcoming	Forthcoming
1.6 Sponsor programs about career development	Forthcoming	Forthcoming	Forthcoming
1.7 Create Office of Vocational Reflection	Forthcoming	Forthcoming	Forthcoming
1.8 Increase international experience from 30% to 40%	Forthcoming	Forthcoming	Forthcoming
1.9 Enhance programs on global and cultural diversity	Forthcoming	Forthcoming	Forthcoming
1.10 Expand leadership and development programs	Forthcoming	Forthcoming	Forthcoming
2.A.3 Complete institutional and instructional technology plan	Forthcoming	Forthcoming	Forthcoming
2.B.2 Focus on men's education through initiatives	Forthcoming	Forthcoming	Forthcoming
2.B.4 Develop strategies of teaching for liberal arts mission	Forthcoming	Forthcoming	Forthcoming
2.C.1 Enhance programs in service learning, internships, etc.	Forthcoming	Forthcoming	Forthcoming
2.C.2 Stress connections with post-graduation vocations	Forthcoming	Forthcoming	Forthcoming
3.A.1 Attract at least 325 freshmen, 35 transfers, enroll 1,150	Forthcoming	Forthcoming	Forthcoming
3.A.2 Establish arrangements with VA Community College system	Forthcoming	Forthcoming	Forthcoming
3.A.3 Obtain more guaranteed-admission graduate programs	Forthcoming	Forthcoming	Forthcoming
3.A.4 Examine ways to ensure access with increased scholarships	Forthcoming	Forthcoming	Forthcoming
3.A.5 Increase interaction with nearby colleges (especially women's)	Forthcoming	Forthcoming	Forthcoming
3.B.4 Encourage faculty-student out-of-class interaction	Forthcoming	Forthcoming	Forthcoming
3.D.2 Develop "indirect approaches" and fitness programs	Forthcoming	Forthcoming	Forthcoming
3.D.3 Sponsor new social activities during weekends	Forthcoming	Forthcoming	Forthcoming
3.D.4 Reinvigorate the fraternity system	Forthcoming	Forthcoming	Forthcoming
3.D.5 Link residential life programs to academic programs	Forthcoming	Forthcoming	Forthcoming
3.D.6 Strengthen leadership skills of student leaders	Forthcoming	Forthcoming	Forthcoming
3.D.7 Develop models for orientation/student life in freshman year	Forthcoming	Forthcoming	Forthcoming
3.D.8 Develop innovative substance education programming	Forthcoming	Forthcoming	Forthcoming
3.E.1 Strengthen programs with communities, nearby colleges, etc.	Forthcoming	Forthcoming	Forthcoming
3.E.2 Establish collaboration with community leaders/organizations	Forthcoming	Forthcoming	Forthcoming
4.1 Market opportunities for recognition to donors	Forthcoming	Forthcoming	Forthcoming
4.2 Engage parents in life of College	Forthcoming	Forthcoming	Forthcoming
4.3 Develop innovative programs to increase alumni engagement	Forthcoming	Forthcoming	Forthcoming
4.4 Involve students, parents, alumni, faculty, etc. in fundraising	Forthcoming	Forthcoming	Forthcoming
5.9 Use summer programs, rentals, services to increase revenue	Forthcoming	Forthcoming	Forthcoming

**Phase III**

Goal Action Items (9 of 58)	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
2.A.1 Revise facilities plan and create integrated campus core							Forthcoming	Forthcoming	Forthcoming
2.A.2 Upgrade academic buildings, residence halls, Fraternity Circle							Forthcoming	Forthcoming	Forthcoming
3.A.6 Increase retention rate from 67% to 72%							Forthcoming	Forthcoming	Forthcoming
3.A.7 Increase non-Virginia (40%) and minority (15%) students							Forthcoming	Forthcoming	Forthcoming
3.B.1 Recruit and retain exemplary faculty with 80th percentile pay							Forthcoming	Forthcoming	Forthcoming
3.D.1 Increase staffing and resources of Student Affairs							Forthcoming	Forthcoming	Forthcoming
5.3 Increase endowment from \$131M to at least \$200M							Forthcoming	Forthcoming	Forthcoming
5.4 Increase giving to annual fund by 4-5% each year							Forthcoming	Forthcoming	Forthcoming
5.6 Execute comprehensive campaign of at least \$200M							Forthcoming	Forthcoming	Forthcoming