

**Restated Strategic Plan
with Strategic Priorities and Sub-Priorities**

**Approved by the Board of Trustees
on August 11, 2015**

**Replaces
Strategic Plan Goals and Action Items
Approved by the Board of Trustees
on November 5, 2011**

Mission Since 1775: “to form good men and good citizens in an atmosphere of sound learning.”

Vision: To become a model liberal arts college recognized for excellence in educating men for the twenty-first century with emphasis on continuous improvement.

Strategic Priorities

- 1. Enhance and improve the College’s curriculum in order to graduate capable confident men committed to serving with honor and character by undertaking a comprehensive curricular review to be completed by the Fall of 2016.**

Specific Sub-Priorities

- The Board of Trustees will assess the viability of offering a business major with a proposed target implementation date of September 2016.

Hampden-Sydney College Strategic Plan Goals and Action Items

- Enhance the experience of first and second year students by revising orientation, student advising, student life activities, and academic support via a clearly defined set of programs and activities to be implemented by August of 2016.
 - Develop new comprehensive teaching and learning strategies to be implemented by May 15, 2016.
 - Provide enhanced programs in service learning, internships, mentoring, leadership, and collaborative institutional partnerships by the Fall of 2016.
 - Develop and implement a plan by May 2016 to emphasize the value of a liberal arts education to current and prospective students interested in the fields of health science, law, business, engineering, ministry, journalism, education, and nonprofit sectors.
2. **Each academic year recruit 325 first-year, 19 transfer, and 16 re-enrolled students to maintain a total student body of 1,100 while increasing the geographic and ethnic diversity of the student body, while maintaining a tuition discount rate of 52 percent.**

Specific Sub-Priorities

- Develop articulation agreements which incorporate current Hampden-Sydney College practices for degree completion between Hampden-Sydney College and the Virginia Community College system by the Fall of 2016.
- Negotiate guaranteed-admission programs with four Colleges and Universities in fields such as law, business, and engineering.
- Provide additional funds for fully-funded scholarships on an annual basis to new students by the Fall of 2016.
- Develop a program to engage alumni and parents in the recruitment of students by the Fall of 2016.

Hampden-Sydney College
Strategic Plan Goals and Action Items

- Increase the student graduation rate from 67 to 72 percent by the Fall of 2020.
 - Enhance and expand recruiting efforts outside of Virginia and launch a concerted effort to attract and retain minority students, with goals of increasing non-Virginia students to 40 percent and minority students to 15 percent.
 - Increase curricular and co-curricular interaction with three Colleges in close proximity by the Fall of 2016.
- 3. Enhance the financial stability of the College as measured by positive annual revenue over expenses and while maintaining a draw on endowment of less than five percent annually.**

Specific Sub-Priorities

- Reassess the current enrollment management strategies and develop and implement a plan for fiscal year 2016-2017.
- Reassess the current strategies for institutional advancement and develop and implement a newly revised plan by February of 2016.
- Increase the current endowment from its present value of \$150 million to \$200 million by the Fall of 2020 via market return and the acquisition of new gifts.
- Increase giving to the unrestricted annual fund by three percent annually for the next five years.
- Increase alumni participation as reflected in percentage giving from 29 percent to at least 35 percent by the Fall of 2018.
- Execute a comprehensive capital campaign of at least \$200 million in the Fall of 2016 to address current needs expressed in the facilities and academic master plan to be completed by the Fall of 2020.

Hampden-Sydney College
Strategic Plan Goals and Action Items

- Develop a corporate giving plan designed to acquire new corporate donors with minimum annual contributions for the next five years.
- Study the use of debt financing to fund the College's needs with a report to the Board of Trustees by October of 2015.
- Develop and implement a plan to increase revenue from current levels by 10 percent from summer programs, facility rentals, and contracted services by the Summer of 2016.

4. Demonstrate continuous improvement in all of the College's divisions via implementation of the College's Institutional Effectiveness Plan.

Specific Sub-Priorities

- Broaden the definition of the Hampden-Sydney tradition of honor to include personal conduct, character, ethics, and integrity throughout the lifespan of students through a plan to be implemented by August of 2016.
- Add and strengthen academic and career-related programs enabling Hampden-Sydney College graduates to be competitive in the job market with skills to enter the workforce or to pursue advanced studies via a plan to be developed and implemented by September of 2016.
- Sponsor an increased number of events and programs about career and professional development, including discussions on calling, vocational options, and community service to be implemented in the Fall of 2016.
- Create an Office of Vocational Reflection for students to discern their calling, passion, and purpose in life by the Fall of 2016.
- Double the number of current opportunities available to students for international experiences by Fall 2016.

Hampden-Sydney College
Strategic Plan Goals and Action Items

- Enhance the current global, diversity, and inclusion initiatives via new programming to be implemented in the Fall of 2016.
- Enhance and expand existing leadership development programs by the Fall of 2016.
- Diversify the Board of Trustees by increasing the number of women and minority members to ten percent of the total Board of Trustees membership by the Fall of 2017.
- Evaluate all aspects of Board operations including but not limited to size, committees, functions, number of meetings, etc., through revised bylaws and a Board task force by Summer 2016.
- Develop a comprehensive plan of “indirect approaches” to address boredom, apathy, and substance use among students by the Fall of 2016.
- Market intercollegiate, recreational, intramural, and fitness programs to all students via a program to be implemented in the Fall of 2016.
- Sponsor new and enhanced social activities and options for students during weekends throughout the academic year to be implemented in the Fall of 2016.
- Study and develop a plan to reinvigorate the fraternity system by the Fall of 2016.
- Link residential life programs more closely to academic programs via a plan to be developed by the Fall of 2016 by the faculty currently living in student residences.
- Strengthen the leadership skills of elected and appointed student leaders with seminars and programs to be implemented by the Fall of 2016.

Hampden-Sydney College
Strategic Plan Goals and Action Items

- Develop an innovative substance education program by the Fall of 2016.
- Ensure a safe and secure campus environment by increasing the education and training of safety officers via programs to be developed and implemented in the Fall of 2016.
- Develop an institutional framework and plan by the Fall of 2016 for ongoing collaboration by Hampden-Sydney College with local community leaders and organizations.
- Develop and implement a plan by the Fall of 2016 to provide opportunities for parents to become significantly engaged within the College community.
- Develop and implement a plan by the Fall of 2016 to increase alumni engagement.

5. Enhance the College's Physical Plant in order to provide a state of the art environment for student learning and operational efficiency.

Specific Sub-Priorities

- Implement the Campus Master Plan by the Fall of 2018 to create a central integrated campus core for student, faculty, and staff activities.
- Construct a student union building by the Fall of 2018.
- Renovate the existing Fine Arts Building by the Fall of 2017.
- Plan for the construction or renovation of a facility for the natural sciences by the Fall of 2017.
- Identify all of the deferred maintenance issues in existing academic buildings, residence halls, and Fraternity Circle on a schedule by the Fall of 2016 and develop a plan to address the issues.

Hampden-Sydney College
Strategic Plan Goals and Action Items

- Create a Technology Master Plan by the Fall of 2016 for institutional and instructional technology, including ongoing support, and upgrading of all systems.

6. Enhance the academic environment by increasing financial support for the College faculty and staff.

Specific Sub-Priorities

- Provide for a plan to have faculty salaries at or above the 80th percentile of the AAUP II B category by the Fall of 2017.
- Develop a plan to provide salaries for all staff in the 60th percentile of the tables provided annually by CUPA-HR (College and University Professional Association for Human Resources) by the Fall of 2017.
- Develop a professional development enhancement plan for faculty and staff by the Fall of 2016.
- Create a standing staff committee dedicated to improving communication among all College units by the Fall of 2015.
- Develop a mentoring plan between faculty and students by the Fall of 2016 to encourage joint projects, research, and educational travel.