

# DRAFT

## Marlboro College Operating Plan 2017-22

**Objective:** Establish Marlboro College nationally as the liberal arts college dedicated to educating students for engaged citizenship and meaningful work through self-directed learning and shared community governance.

Living and working together in the woods and fields of southern Vermont, Marlboro College students develop a passion for lifelong learning and a commitment to civic engagement through a rigorous self-directed study of the liberal arts within an intentionally small, democratic community. Through close faculty mentorship, students are challenged to think critically and creatively, serve their local and global communities, and develop an appreciation for diversity and difference, providing a foundation to create meaningful work and shape a lifetime of purpose.

**Plan:** To grow our undergraduate student body to 250-300, supported by an annual fund of \$2-3 million and an endowment of \$50-60 million, while strengthening the connections between Marlboro's self-directed learning curriculum, shared community governance, and preparation for life after Marlboro, by 2022.

**Challenges:** Goals and strategies must link to at least one challenge

- Liberal Arts/curricular mode /small faculty
- Rural location/Isolation
- Cost/Debt burden
- Dependence on traditional students
- Community too small
- Demographic changes in northeast
- ROI/career development/outcomes

**Goal 1: Increase Total Undergraduate 250-300 [and Graduate Enrollment to 100] by 2022**

**Strategies:**

- Invest in market research to define our niche and attract more students
- Consider a 'tuition reset' for the undergraduate program
- Develop accelerated degree programs, both in-house and with strategic partners (SIT, Vermont Law, Antioch): three year Bachelor's Degree, four and five year Bachelor's/Master's degrees

- Expand and make better use of articulation agreements with community colleges to attract more transfer students
- Develop comprehensive marketing plan and branding campaign with adequate budgetary support
- Build on the success of Beautiful Minds as the centerpiece of recruitment

## **Goal 2: Increase fundraising to secure Marlboro's future**

### **Strategies:**

- Develop \$25 million comprehensive fundraising campaign to strengthen admissions, the operating budget, the value of a Marlboro education, enrich community life, and engage the giving community
- Build confidence among community of donors, staff, faculty, students with a compelling communication campaign
- Complete prospect research on new donors
- Develop and execute a robust engagement plan for existing and lapsed supporters

## **Goal 3: Marketing**

### **Strategies:**

- Invest in market research to better define our niche and attract more students and donors
- Develop comprehensive marketing plan and branding campaign with adequate budgetary support
- Develop infographic for the four year progression

## **Goal 4: Reframe Marlboro's Curriculum to meet the Challenges of the 21<sup>st</sup> Century.**

### **Strategies:**

- Integrate Marlboro's self-directed learning curriculum, experiential learning opportunities, and community governance
- Communicate approaches to Plan that address high credit transfers, veterans, and students returning to college after significant time away
- Invest in career development with emphasis on students having experiences off campus that aligns with Plan
- Expand Global Engagement opportunities
- Expand offerings in sciences to address national trends

**Goal 5: Develop a robust student life experience that fosters a campus wide culture of engagement and inclusion.**

**Strategies:**

- Optimize Health Services to address the health and wellness needs of current and prospective students
- Expand recreation opportunities beyond the Outdoor Program
- Expand support for students bringing diversity to campus

**Goal 6: Update Marlboro's physical plant to meet 21st Century standards while maintaining Marlboro's "modesty" and "authenticity"**

**Strategies:**

- Collaborate with the Music Festival on a new building project to modernize dorms and create additional classrooms and meeting spaces
- Create a Dorm deferred maintenance and renovation plan that reflects a 21<sup>st</sup> century vision of simple/modest/safe living
- Update the Science Center to meet the changing needs and expectations of students and reflect the quality of faculty and science education
- Strengthen learning technology throughout the institution, especially classrooms, meeting areas, and common spaces

*DRAFT: October 18, 2017*