

M Menlo College



Menlo College Master Plan Update 2022

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INSTITUTIONAL CONTEXT AND MAJOR CHANGES

A BRIEF HISTORY

Menlo College was founded in 1927 as the "Menlo School and Junior College." At its founding, Menlo College was a two-year program for young men to complete their lower division coursework before transferring to a four-year college or university. Shortly after its founding, Menlo became known as the "feeder school" to Stanford University.

In 1949, Menlo introduced a four-year School of Business Administration, offering an undergraduate bachelor's degree in business. It was Menlo's first and only four-year program for many years. In 1986, the School of Letters and Sciences was also expanded to a full, four-year program; since then, Menlo College has been exclusively a four-year independent institution. The College has always maintained its principal focus on its traditional area of strength as a college of business.

Located in Atherton, California, Menlo College's narrow focus makes it a niche institution, and its location offers an unparalleled opportunity to study business in the heart of Silicon Valley – an area renowned for entrepreneurship and innovation. In the years immediately preceding the COVID-19 pandemic, business programs expanded, enrollment grew, the student body's academic qualifications increased, the prestigious AACSB accreditation was secured, and the College was recognized as a "Best in the West" institution by *The Princeton Review*. Other notable recognition has been afforded by *Forbes* (among the top 16% of all undergraduate business programs in the United States), *Zippia* (#1 in gainful employment post-graduation among all California universities and colleges), *College Factual* (top 1% for the most diverse student population in the country), the California Internship & Work Experience Association (#1 college/university internship program in California), *Money Magazine* (11th-best place to study business in the United States), and more.

MENLO COLLEGE TODAY

The coronavirus was a clear setback. Enrollment fell from 826 in the fall of 2020 to 745 in the fall of 2021, reflecting a dip that played out across the nation. In contrast to national trends, though, fall 2022 enrollment at Menlo is once again growing. Fueled by a remarkable 50% increase in new students this semester, total enrollment is now 800 students. In contrast, national enrollment fell this fall by more than 1%.

In 2022, Menlo College continues to occupy a distinct niche within the landscape of American higher education. First, Menlo is very small. While limited enrollment growth is planned in the years ahead, the College sees its limited enrollment as an asset -- it allows for smaller class sizes and promotes faculty-student engagement. The average class size is 17, and 59% of all class sections have 20 or fewer students.

Reflecting its historical focus on undergraduate business studies, approximately 85% of Menlo College students currently major in one of the many areas of business studies offered by the College, which include entrepreneurship, marketing, accounting, finance, management, business analytics, sports management, real estate, and management; the remaining 15% of Menlo students major in psychology, with organizational behavior as a bridge between the two programs.

In response to the pandemic, Menlo College teaching was exclusively conducted on-line between March 2020 and August 2021. In April 2021, all Menlo College students and employees were notified that they would have to be fully vaccinated as of the start of the fall 2021 semester in order to continue as a community member; narrow exemptions were allowed for medical or religious reasons. The mandate served the Menlo College community well: in the fall 2021 semester, only four vaccination exemptions were granted out of a community of slightly more than 1,000 people – virtually a 100% vaccination rate. On-campus testing for the presence of the COVID-19 virus continued throughout the 2021-22 academic year, and while cases were detected throughout the year, the positivity rate on campus was maintained at 0.9%, surely among the best results of containment efforts on any college campus.

Menlo remains committed to traditional, face-to-face instruction on a single campus. As of the fall 2022 semester, the College has retained a COVID-19 vaccine mandate, and all classes are principally in-person. While cases of COVID among the campus population continue to be identified, the YTD incidence remains exceptionally low.

In 2021, Menlo College launched the construction of the first new campus building in 46 years: the 288-bed John Arrillaga Residence Hall. The \$27 million building was 100% donor funded, and was driven by a determination to increase the College's capacity to provide the residential experience that is a core strength of the school. When the building opened this fall, it provided an almost 50% increase in campus housing. In time, it will dramatically reduce the number of students that are forced to live far from campus, often in poor quality housing. It will also, of course, significantly reduce daily car traffic to/from campus. The College community remains very appreciative of the support the town extended for the project.



THE MENLO COLLEGE EXPERIENCE

At Menlo College, professors know students by name, students can easily interact with professors inside and outside the classroom, and professors can use interactive and experiential pedagogy in ways that is difficult to implement in larger settings. Over 95% of Menlo students are enrolled full-time, and a similar percentage are between the ages of 18 and 24 – two characteristics that are in stark contrast to the typical 21st century college student in this country: the federal government reports that 26% of all higher education students enrolled in four-year institutions in the U.S. study on a part-time basis, at an average age of 26.4.

Distinguishing Menlo further are the students the College serves. Menlo achieves diversity in its student body by most any definition of the term: ethnic, racial, geographic, socioeconomic, gender, and life experience. Menlo College has been designated by the federal government as both a Hispanic Serving Institution (HSI) and an Asian American, Native American, and Pacific Islander Serving Institution (AANAPISI) – a status attained by only 1% of all colleges and universities in the United States. In any given year, between 25% and 35% of Menlo students are first-generation college attendees. Equally important, while every year Menlo recruits valedictorians, the majority of Menlo students come to campus less prepared for college than those high achievers. All Menlo students receive a degree of “scaffolding” or student support that few institutions offer.

The heart of this scaffolding is the Center for Academic & Professional Success (CAPS), which includes the Gullard Family Academic Success Center, the Rising Scholars Program (a summer bridge session designed to strengthen math and writing skills and enhance students’ transition to college and long-term success), Peer Tutoring, the Writing & Oral Communication Center, Math Center, Disability Services, Internships, Career Services, and Study Abroad. The CAPS team actively collaborates to ensure the availability of the support Menlo students need in order to succeed at Menlo, and upon graduation. The success of CAPS was recognized in late 2018 when the U.S. Department of Education awarded a \$1.8 million Title III grant to support further growth, including the implementation of an advising and retention platform and ePortfolios. Work associated with that grant continues to this day.

Menlo has many other attributes that make it a special environment for students. Even throughout the 18 months in which all education was on-line, Menlo continued to provide housing to students who lacked productive alternatives: 50 in the months immediately following the onset of the pandemic, and increasing to 250 in the months just prior to the start of the fall 2021 semester. A number of factors influenced the decision to allow students to continue to reside on campus, despite the safety concerns the pandemic presented. Some Menlo students had no alternative, either because they grew up in the foster child system, or their home environment presented a greater health risk than dormitory living, or they could not travel back to their home country. Over time, with successful containment of the disease due to an aggressive testing program, campus housing options were afforded to students whose home environments were not conducive to on-line learning, for any number of reasons.

Consistent with Menlo’s pre-pandemic housing census, approximately two-thirds of the student body currently reside on campus. Residential living facilitates student workgroups for classes, and provides a rich environment for co-curricular and extra-curricular programming.

Further enriching the residential community aspect of Menlo, the College maintains 25 houses and apartments on campus for the exclusive use of full-time faculty and staff, most of whom function as “Resident Fellows” to further enrich the experience of students.

Menlo is focused: a liberal arts-based, undergraduate business college. The College chooses to deliver a few, high quality programs rather than a comprehensive set of majors. Faculty resources reflect this focus, with the majority of the full-time faculty appointed in one of the business disciplines. The College's academic program development also reflects this focus, with new initiatives and targeted expansions primarily focused within the business curriculum. Program investments have reflected student interest and job market trends. Those key considerations will drive future investment decisions as well.

AACSB accreditation was granted in the spring of 2014, and renewed in June 2019. AACSB accreditation places Menlo among only the 5% of business schools across the globe to earn this distinction. As an AACSB-accredited school, Menlo is better positioned to recruit high-quality business faculty as well as international students.

Another key distinguishing feature is the required six-unit internship for business majors. All interns participate in a seminar that integrates classroom learning with field experience, while developing such key leadership skills as goal setting, as well as organizational and external environment analysis specific to the domain of their internship organization. More than 500 employer-partners participate in the Menlo College internship program.

One of the advantages of Menlo's internship program is that the quality of the internship experience is monitored at all stages of the internship process. All internship opportunities are vetted to meet the National Association of Colleges and Employers (NACE) criteria for a quality internship. An internship program staff member conducts a site visit with each organization as part of the approval process, and internships are supervised by a faculty member. The majority of Menlo students complete their internship in the Bay Area, furthering our mission of introducing students from around the world to the Silicon Valley ecosystem.

The internship prepares Menlo graduates for life, and distinguishes Menlo as a hub for the next generation of workers. While some students pursue multiple internships over the course of their studies, all students are required to complete an internship in their major between their junior and senior year. Around 65% of interns start their senior year at Menlo with a post-graduation job offer in hand from their summer internship employer. While not all students accept the offer, the statistic speaks to the strength of the program – and of Menlo students. More broadly, Menlo has one of the strongest records for post-graduation success anywhere. Upon graduation, at least 85% of Menlo graduates are typically either employed or on their way to graduate school. Earnings among Menlo alumni ten years post-graduation are among the strongest of any school in the state.

Also of note, Menlo has a robust and highly successful intercollegiate athletics program, with 53% of students participating on one or more of the eighteen varsity teams in 2022, and another 10% of students participate in club, recreational, and/or intramural sports. The challenge of balancing academics and athletics is reflected in the maturity, time management skills, and leadership development of many of the students. The year prior to the pandemic was the best-ever for Menlo Athletics. That year alone, we achieved:

- Two national team championships
- Nine national individual champions
- Nineteen *All Conference* winners
- Twenty-Five *Academic All-Conference* winners

The 2021-22 academic year was our first full year of athletics since 2018-19, and Menlo Athletics demonstrated determination to improve upon the 2018-19 successes. We hope to see that expectation realized this year.

Menlo has a clear mission, is laser focused, is recruiting more and better-qualified students, is making improvements in retention and graduation, has a strong full-time faculty and enjoys many long-term relationships with part-time (adjunct) faculty, a \$25 million endowment, and an internship program that solidly links the College with Silicon Valley. Menlo also has a committed, engaged diverse board of trustees, most of whom have singularly-successful careers in Silicon Valley and beyond. Menlo trustees travel from all corners of the globe to execute their oversight responsibility, and they engage with students and provide financial support to enable program growth.



MENLO COLLEGE TOMORROW

As Menlo College looks forward to its 100-year anniversary in 2027, it aspires to build on a solid foundation of educational excellence to achieve further recognition as one of the more innovative small colleges in the country. Menlo College is at a pivotal moment in its history.

As colleges and universities are doing everywhere, Menlo College must react effectively to environmental changes in order to fulfill its mandate. The College's vision is to redefine undergraduate business education to be dynamically adaptive, innovative, and relevant, so that students can recognize opportunities and apply 21st century skills to make a positive impact on the world. The College is in a position to effectively pursue that vision. Menlo College also understands its mission to ***ignite potential and educate students to make meaningful contributions in the innovation economy.***

Menlo has many aspirations, including incremental enrollment growth in order to achieve sustainable size (+/- 1,000 students); ensuring academic programs remain relevant and engaging; embracing a culture of assessment and continual improvement; maintaining financial sustainability; building on recent fundraising successes; and maintaining the palpable sense of progress that has been propelled by recent renovations to improve facilities campus-wide. It's a long and daunting list, but the leadership team has the energy and skills that keeps it focused. Trustees, faculty, and staff are prepared and motivated for the benefit of Menlo College students and the institution more broadly.

Financial Performance

The College has made significant strides forward, improving the financial health of the institution in recent years, while also making strategic investments in the future: adding staff, new academic programs, and new athletic teams (the sports added in recent years included varsity men's and women's tennis, Olympic weightlifting, and men's volleyball). Significant fundraising success has allowed the renovation of many areas of campus, from classroom spaces to athletic facilities, as well as the building of the new John Arrillaga Residence Hall.

Rebranding

Linked to the 2017 celebration of the 90th anniversary of the founding of Menlo College, the College engaged faculty, staff, students, alumni, and trustees to develop and launch an updated brand identity. Rebranding included:

- New logos that better reflect the Menlo of the 21st century, while still speaking to the heritage of a proud, long-established institution
- New messaging architecture (created under the leadership of Trustee Andy Cunningham, a renowned marketing expert) that has been deployed in all prospective student outreach, alumni engagement, and internal community engagement
- New vision, mission, and values statements, developed with all campus stakeholders under the leadership of the Strategic Planning Committee

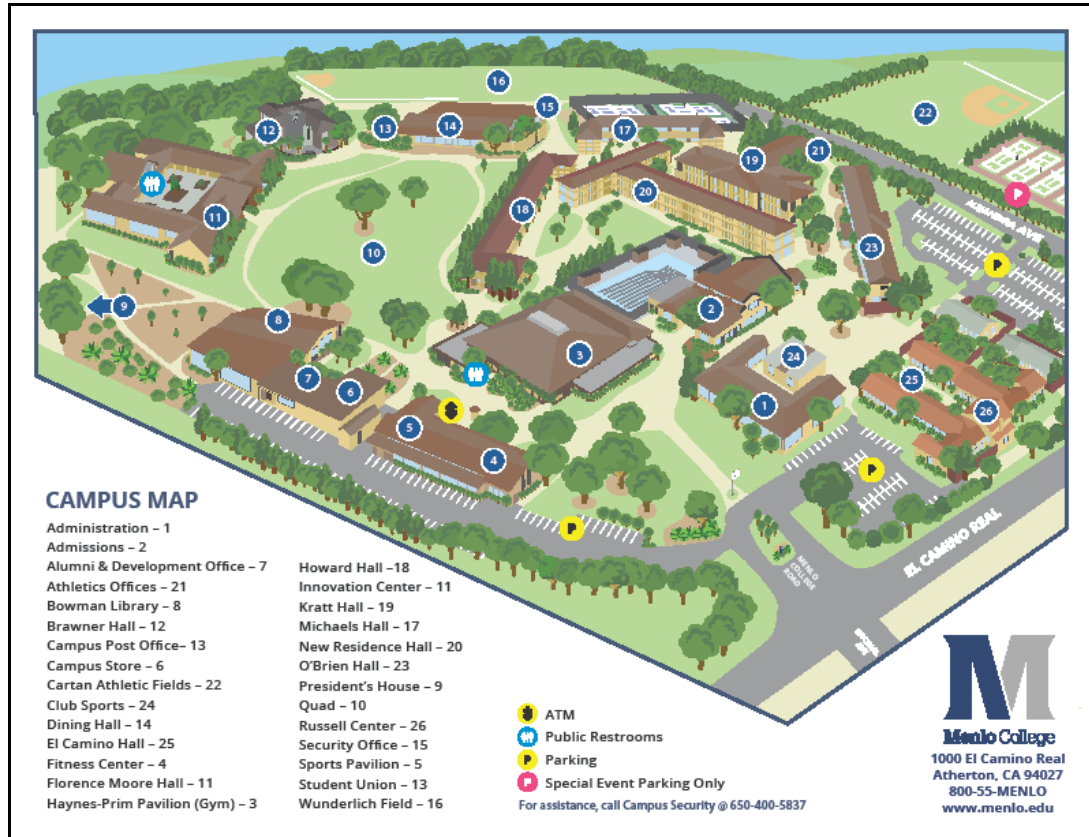


In summary, Menlo College has made significant strides forward and the College has plans for additional improvements and growth. While higher education is constantly facing challenges, Menlo is positioned for future success, and the College is committed to maintaining a focus on serving students, igniting their potential, and preserving Menlo's future for generations to come.

LAND USES, LOCATION, AND FACILITIES

OVERVIEW

The following map displays the Menlo College campus as it is currently configured. The key components of the land and facilities follow.



Key Components of Menlo College Land and Facilities

- 21.56 acres on central campus
 - ❖ 855 beds in 6 residence halls
 - ❖ 25 faculty and staff living units
 - ❖ 2 classroom buildings (Brawner and Florence Moore Halls)
 - ❖ Bowman Library
 - ❖ The Dorothy Skala Memorial Alumni Center
 - ❖ Campus Store
 - ❖ Haynes-Prim Pavilion (gym), Sports Pavilion, and Fitness Center
 - ❖ A complex for a dance studio and training rooms
 - ❖ Dining Hall and Student Union
 - ❖ Administration and Admissions Buildings
- 23.35 acres shared with Menlo School
 - ❖ 15.09 acres on Cartan Field
 - ❖ 8.26 acres on Wunderlich Field

Full-time, undergraduate programming August through May of every year

- 800 students, 115 full-time faculty and staff, 75 part-time (adjunct) faculty
- Robust athletics program with 18 varsity teams, club, recreational, and intramural sports programs

Rental programs (“camps & conferences”) activities June – July of every year (various overnight and day summer programs), as described further below.

Menlo College’s Camps & Conferences Program

Menlo’s camps and conference program furthers the College’s mission in two important ways: (i) it supports our revenue base, as more than 5% of Menlo’s annual net revenues are generated from camps and conferences rentals, and (ii) it serves as a reliable recruitment vehicle – every year, new Menlo College students include young people who first learned about Menlo College when they came to our campus under the auspices of a third-party rental program. The activities take varied forms, from classroom-based programs to music and chess clubs, to youth sports camps.

The activity has historically included two “anchor” clients -- long-standing relationships with sizable residential programs that together account for the lion’s share of our annual camps and conferences revenue stream: the JCC Maccabi Youth Sports Camp (JCC) and the American Youth Soccer Organization (AYSO). When they are in session during the summers, JCC and AYSO are most visible on the Cartan and Wunderlich athletic fields, although they also spend time in the gym, on the main quad, and in classrooms. The standard contract between Menlo College and camps and conference clients delineates behavioral expectations that are designed to promote “good neighbor” relationships, and include mandated adherence to the Town of Atherton Noise Ordinance (Chapter 8.16).



PARKING AND TRAFFIC CIRCULATION

Circulation and access to Menlo College is expected to remain much as it is today, with the College’s primary entrance off of El Camino Real at the intersection of Encinal Avenue and Menlo College Road. The secondary entrance to the campus via Alejandra Avenue is mainly used by the College’s student residents.

A tertiary entrance to campus is located further west down Alejandra Avenue at Wunderlich Field, and serves a limited parking area behind the dining hall. The basic circulation plan is shown in the next section. The College maintains 515 parking spaces, consisting of 453 spaces on the main campus site, and an additional 62 parking spaces on Cartan Field that are shared with Menlo School. See the following table for a detailed inventory of current parking capacity on campus.

The long-term plan for the Cartan Athletic Field development includes provisions for additional parking on the field, but there is no agreement yet on a timeline for initiating that project. Freshmen are prohibited from parking vehicles on campus.

Parking Lot Summary	Parking Spaces
El Camino Student Lot	70
El Camino Faculty and Staff Lot	39
O'Brien Lot	181
Kratt Lot	14
Dining Hall Lot	41
Sports Pavilion Student Lot	50
Library Faculty and Staff Lot	58
	453
Cartan Lot	62
	515

Menlo College conducted a baseline traffic study in April 2019, the first time the College monitored traffic patterns on a typical weekday in order to estimate peak vehicle trips to and from campus via the three campus entrances/exits. For purposes of the analysis, peak AM hours were defined as 7:30 AM – 10:30 AM, and peak PM hours were defined as 2:30 PM – 5:30 PM. Due to the pandemic's disruptions, including significant changes in traffic to and from campus, the College paused traffic studies in 2020 and 2021. A traffic study was launched again in November 2022 using the same framework that informed the 2019 study.

The following table displays the number of vehicular trips in and out at the three entrances during the AM and PM periods in 2019 (baseline) and 2022.

Menlo College Trip Generation Summary – April 2019 vs. November 2022

Traffic Measurements at 3 College Entrances	2019 AM Peak Average	2022 AM Peak Average	2019 PM Peak Average	2022 PM Peak Average
El Camino Entrance	179	222	197	196
Alejandra Entrance	27	79	40	136
Wunderlich Entrance	55	99	70	170
COMBINED AVERAGE	261	400	307	502

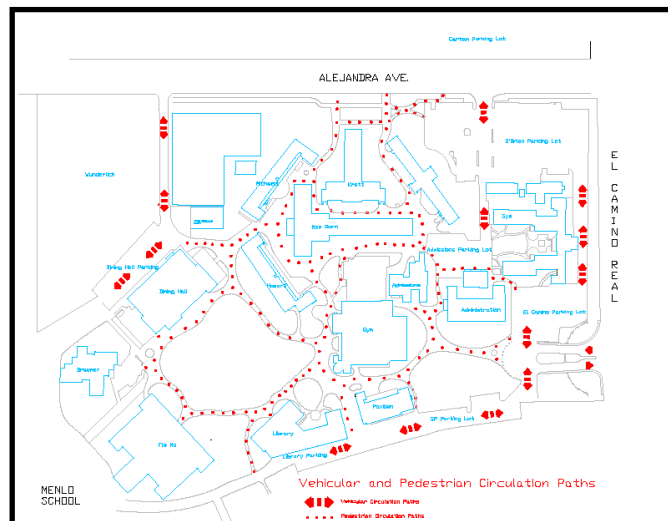
The reasons for the increase in traffic activity are not immediately obvious, as due to the setback caused by the pandemic, the College's 2019 enrollment was *higher* than the 2022 enrollment. Five notes, one or more of which may offer an explanation for the increase in traffic counts:

1. Menlo School parents, students, faculty, and staff utilize all of the Menlo College campus entrances for student drop-off/pick-up, to parking to attend Menlo School sports and other events, as well as access by School faculty and staff through the Menlo College campus in order to park in a lot on School property. Those vehicles are included in the College's studies since the College does not have a mechanism to distinguish between Menlo School vehicles and Menlo College vehicles.

2. The School hosted three events on the day the study was conducted in 2022: an upper school girls' tennis game, and two banquets. As above, the College does not have a mechanism to distinguish between Menlo School vehicles and Menlo College vehicles.
3. Non-affiliated traffic routinely enters Menlo College's El Camino entrance (at Menlo College Road), only to immediately exit, as a method to either avoid waiting for the El Camino light to turn green, or to avoid navigating across El Camino in order to either turn left back onto El Camino or cross onto Encinal Avenue. This primarily occurs during morning commute hours, and it is unclear how many vehicles this phenomenon accounts for in the studies.
4. The College maintains four electronic vehicular charging stations that are used by nearby Atherton and Menlo Park residents, as well as the College community, and it is unclear how many vehicles this phenomenon accounts for in the studies.
5. John Arrillaga Hall, the College's new student residence, did not open until after the start of the fall 2022 semester, by which time many commuter students had already entered into leases for off-campus housing. Thus we have not fully enjoyed the benefit afforded by the new building to attract commuter students to relocate to on-campus housing.

The College community consists of 1,000 personnel, inclusive of students, faculty and staff. Even in 2022, the traffic volume is limited relative to the size of the community. That reflects the largely-residential nature of the College, as well as the incentives the College provides to faculty and staff who choose to commute by public transportation or bicycle (which together account for 10 – 15% of the faculty and staff transportation on working days). Other factors that contribute to a relatively low volume of traffic include the fact that the College's flexible class schedules distribute traffic across any given day. Faculty and staff largely arrive between 7:00 AM and 9:00 AM (Monday – Friday), and depart between 1:00 PM and 6:00 PM (Monday – Friday); as noted above, 10-15% of faculty and staff arrive by bicycle or public transportation. Flexible class schedules, though, afford commuter students the opportunity to distribute their traffic patterns broadly throughout the day.

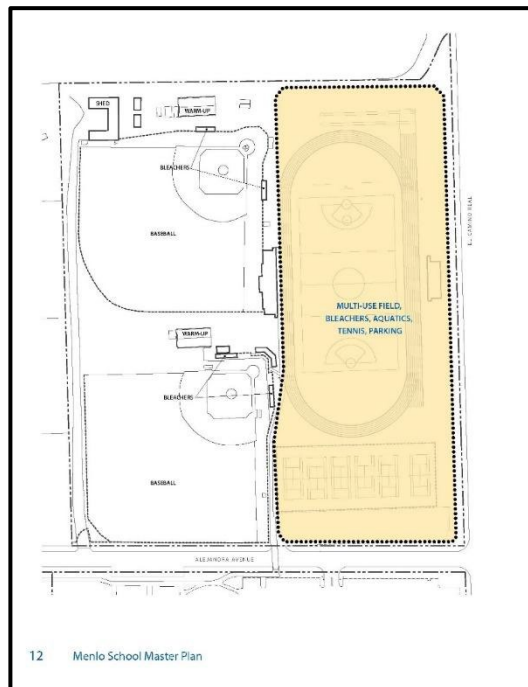
Finally, note that all Menlo College students, employees, and visitors are required to display a valid parking permit during prime weekday hours. Also, deliveries and buses mainly enter and exit the Alejandra Avenue entrance to the Dining Hall lot. Interior circulation on the campus is limited to pedestrian traffic, as shown below.



FUTURE FACILITIES

Extensive upgrades undertaken in recent years have significantly improved the campus appearance and usability. As previously described, the opening of our new residence hall will allow students who currently reside off campus to enjoy the on-campus residential experience. Future donor-dependent projects include upgrades to the Bowman Library and other campus facilities.

Because of the shared ownership with Menlo School, Cartan Field development is subject to a separate planning process. As of the date of this update, there are no active discussions to resume discussions about the Cartan Field development. The plan below illustrates the potential land use for Cartan Field in the future:



Another potential future development initiative is the construction of faculty and staff housing on campus. As mentioned previously, Menlo College currently provides 25 houses and apartments on campus for faculty/staff and their family members. Occupancy of existing faculty and staff housing is typically 100%, and a waiting list has existed for many years. The waiting list reflects the challenges of finding affordable housing in the Bay Area within a reasonable commuting distance from campus. The advent of additional faculty and staff housing would remove cars from the roads, facilitate closer integration of faculty and staff into the community, and further the College's recruitment and retention goals. It would also, of course, benefit Atherton's efforts to meet the state-mandated housing development targets, and the College would enjoy an opportunity to support the town in its efforts to achieve its housing requirements.

Several locations on the Menlo campus have been identified as potential building sites for a faculty and staff apartment complex, but funding has yet to be identified. Any funding secured for such an initiative would have to also enable an increase in Menlo's parking capacity. Given recent building costs and the likely scale of an apartment-parking project, we estimate the need for \$25 million to undertake such a project. While there is significant interest in pursuing such a project, the College's priority on maintaining a stable financial footing makes us averse to taking on debt or otherwise reducing balance sheet net assets.

HISTORIC FACILITIES AND HERITAGE TREES

The College maintains two buildings that are over 90 years old:

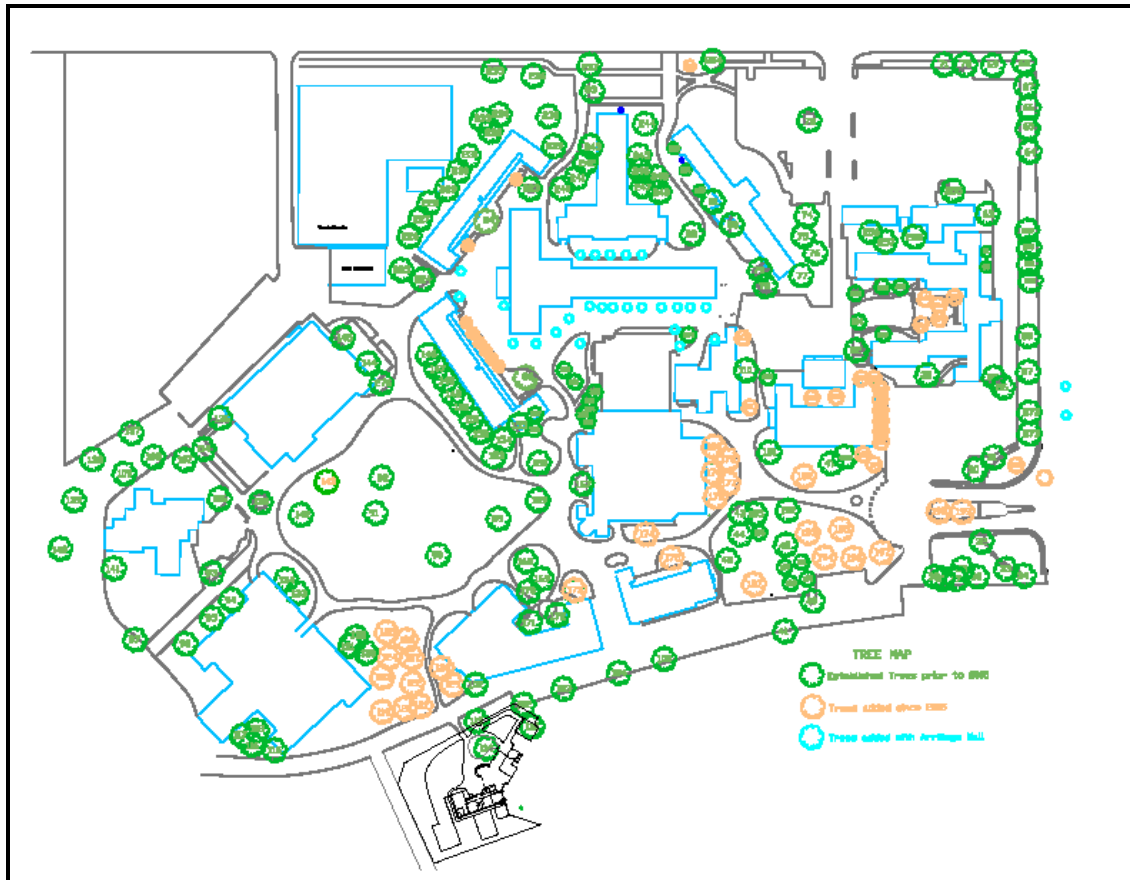
- The “Phar Lap” Barn (original to the residential estate that was once located on Cartan Field)
- El Camino Residence Hall, built shortly after the 1927 founding of the College

The campus also boasts over 300 trees, **89 of which were planted in the last seven years**, 29 planted in conjunction with the new residence hall. Included in the inventory of trees on campus are 79 Heritage Trees (48 inches or more in circumference, measured at 48 inches above natural grade). The tree map is displayed on the following page (note that the numbering of the 79 Heritage Trees is from 30 to 109). The inventory of trees on campus includes:

- 3 Blackwood Acacias (*Acacia melanoxylon*)
- 32 Japanese Maples (*Acer palmatum*)
- 60 Coast Redwoods (*Sequoia sempervirens*)
- 7 English Elm (*Ulmus praecox*)
- 26 Giant Sequoias (*Sequoia gigantea*)
- 3 Incense Cedar (*Calocedrus decurrens*)
- 9 London Plane (*Platanus acerifolia*)
- 2 Yew Pines (*Afrocarpus gracilior*)
- 11 Crepe Myrtle (*Lagerstroemia Indica*)
- 8 Eddies White Wonder (*Cornaceae*)
- 3 Magnolia
- 3 Persian Ironwood (*Parrotia Persica*)
- 4 Pistache (*Pistacia Chinensis*)
- 2 Camphor (*Cinnamomum Camphora*)
- 3 Blue Spruce (*Picea Puungens*)
- 3 Aspen (*Populus Tremuloides*)
- 3 Birch (*Betula*)
- 2 Cherry
- 5 Raywood Ash (*Fraxinus Oxycarpa*)
- 10 Flowering Pear (*Pyrus Calleryana*)
- 11 Pine
- 97 Oaks
 - 80 Coast Live Oaks (*Quercus agrifolia*)
 - 1 Pin Oak (*Quercus palustris*)
 - 16 Valley Oaks (*Quercus lobate*)



In 2016, Menlo College was presented with the Town of Atherton Tree Award, in recognition of the care and celebration we give to our campus oak trees, as well as our nurturing of new oak trees that ensure the endurance of the association of Menlo College with the mighty oak for generations to come.



ENROLLMENT PROJECTIONS

FUTURE ENROLLMENT PLAN

Prior to the pandemic, we were fortunate to achieve gradual enrollment growth. That was all the more impressive given the higher education landscape, which has seen year-after-year declines in enrollment starting in 2010. The largest enrollment declines have been reported by the smallest schools. In marked contrast, we were continuing to see steady growth, and only declined in the last two years as a result of the pandemic. We resumed our growth path this fall, when we welcomed the largest entering class ever, which represented a 50% increase over the fall 2021 entering class size. Total enrollment grew by 7.2%, to 800 students – still shy of our pre-pandemic high of 894 students in fall 2019. We anticipate further gradual growth towards our target of a student population of 1,000 as we approach the celebration of our centennial. The likely growth pattern follows.

- 2023-24 academic year: 825 students
- 2024-25 academic year: 875 students
- 2025-26 academic year: 925 students
- 2026-27 and beyond: 1,000 students

We believe our current facilities can support 1,000 students; that number also suggests a financially sustainable institution well into the future.

ENGAGING OUR COMMUNITY

We celebrate our location in the midst of Silicon Valley, and in particular, in the town of Atherton. Current and former Menlo College trustees and alumni call Atherton and adjacent communities their home, and we are fortunate to enjoy philanthropic support from residents of Atherton and others on the Peninsula. Many area residents also participate in our classrooms, either as course instructors or guest speakers. Atherton Council Member Bill Widmer has been among those who have taught at Menlo College. Atherton residents participate in Menlo-sponsored programs, including the most recent Silicon Valley Sculpture 2020 exhibit in September 2020. Then-Mayor Elizabeth Lewis extended a welcome on behalf of the town of Atherton to the guests at last year's opening reception; she also spoke at the groundbreaking ceremony for the new residence hall in 2021.

The educational and work experiences we provide our students – and thus the value of their degree – are greatly enhanced by our ability to leverage the best that Silicon Valley has to offer. Our recognition as the provider of one of the most outstanding internship experiences available in California, and as the college or university in the state most associated with post-graduation career success, both speak to the vital consequence of our location.



Recognition of the value of our community connections leads to recognition of the importance of furthering productive engagement. Attempts to strengthen relationships are inevitably a work-in-progress; 'one and done' doesn't apply. We understand that, and are committed to ongoing attention to ensure that our behavior reflects our determination to improve relations. We welcome suggestions of additional steps we might take.

Some of the ways we hope we are strengthening relationships include:

- Providing occasional updates to the members of the Town Council, the Planning Commission, and others to promote awareness of Menlo College
- Reaching out, through *Atherton Living*, *Almanac News*, *In Menlo*, *The Patch*, the Atherton news feed, and other sources, to invite area residents to participate in general-interest events we may host, including musical performance, art exhibits, our annual lu'au and OAKtoberFest, Silicon Valley Sculpture @ Menlo College, and more
- Communicating with our immediate neighbors in advance of campus events that might increase traffic or noise in the area
- Holding neighbor meetings at least annually (the most recent neighbor meeting took place on October 19, 2022)
- Engaging prominently in Menlo Park Rotary as a means to heighten the College's profile
- Sustaining productive relationships with APD and Menlo Park Fire District
- Maintaining a welcome mat for area residents to enjoy our campus as a place to walk their dogs, stroll, and exercise
- Offering community access to campus electric charging stations

We greatly appreciate the contributions that town leaders have made to our success, which have included extraordinary support from APD. The Town Council honored us in 2019 with a Proclamation that followed our second national championship in the sport of women's wrestling. Further, we value our productive relationships with the City Manager and with the Building Department personnel. We take none of these things for granted.

Finally, by strengthening Menlo College and by underscoring our location in Atherton, we believe we are bringing value to both communities. Our general news press releases as well as our sports-specific press releases increase recognition of Menlo College as well as Atherton. (The Facebook post that announced our national championships in 2019 was viewed by 65,000 people around the globe in just the first two weeks after we clinched the second title.) Our athletics stories are frequently carried by local news outlets (television, radio, and newspapers), as well as the news outlets of the home towns of Menlo students – which extend to 29 different countries and an equal number of different states within the U.S. And, of course, the academic and opinion pieces generated by our full-time faculty also serve to bring positive attention to Menlo College as well as Atherton.

We will continue to work to achieve an ever-improving relationship between Menlo College and the town of Atherton.

CONCLUDING STATEMENT

An inclusive and intensive strategic planning process has allowed the College to engage the entire community to achieve significant momentum in key areas that are essential to a sustainable future. These accomplishments include:

- Building a strong, accomplished leadership team that has demonstrated its ability to work collaboratively, with a shared vision for the College
- Identifying key areas of program growth and prioritizing resources to fill faculty positions in those programs
- Successful fundraising that has allowed the College to improve its bottom-line financial performance, while significantly improving campus facilities
- Improving academic advising and building student success programs such as the Rising Scholars Program with a goal of achieving further improvements in retention rates and student achievement
- Creating an infrastructure to support a robust culture of data-driven self-assessment in order to achieve institutionalized outcomes-based program reviews across campus, and the continued refinement of the meaning of a Menlo degree

Looking forward, Menlo College takes seriously our mission *to ignite students' potential and educate those students to make meaningful contributions in the innovation economy*. The College celebrates and will continue to nurture our diverse student population, actively leverage our Silicon Valley location, and innovate the Menlo College curriculum to prepare students for 21st century demands.

