



**Baker
College**

StrategicPlan
2017 - 2021

Introduction

Introspective and meticulous strategic planning is essential to both the short-term and long-term success of any institution. This is especially true given the growing instability, disruption, and turbulence within the postsecondary industry. Economic, regulatory, and competitive challenges continue to proliferate making it essential for executive leadership to be strategic and visionary to assure an optimal relationship between the Institution and its environment.

This plan is a means of establishing and articulating the strategic direction that will carry the Institution through the next three to five years. Additionally, this will allow the allocation of resources towards primary objectives to maintain focus, guide retrenchment, and maximize efforts.

The 2017-2021 Strategic Plan is presented in a hierarchical structure that moves from broad to specific as follows:

- **Strategic Themes** - the highest-level concept statements of strategic priority. These themes are umbrellas under which goals and initiatives affect many, if not all, departments.
 - Strategic Themes are broad-priority statements that define what the Institution will focus on.
 - Strategic Themes focus on the fundamental issues the College must address and how we will respond to the most important environmental issues and challenges.
 - Strategic Themes are desired ends, which are not necessarily attainable or quantifiable.
- **Goals** - more specific concept statements that will have unique ownership and accountability. A goal may have multiple sub-components. Goals will most likely have a more narrowly defined scope of accountability.
 - Goals set a course by giving a general direction, but a goal does not contain the specifics of its own completion.
 - Goals are measurable and quantifiable in a broad and abstract way.
- **Initiatives** - concept statements at the most granular and specific level. Councils or Task Forces may be assigned these efforts at the initiative level. Specific micro-metrics are identified to measure effectiveness of initiatives.
 - Initiatives are measurable and time-based actions necessary to achieve the established objectives.
 - Initiatives are finite-duration projects (~1 Year) outside of the day-to-day operational activities.
 - Initiatives will be completed, changed, and developed over the life of the Strategic Plan. **NOTE:** Initiatives will be outlined internally for all Baker College Councils and measured on an annual basis and not included in this Strategic Plan document.

Although this plan is a means of establishing strategic direction, leadership recognizes that the scope of the plan must maintain agility to adjust to the ever-changing environment that presents itself. To maintain a willingness to change and adapt, leadership is committed to reading the environment, listening to faculty and staff, and altering the plan accordingly to uphold the College's Mission and Guiding Principles.

Mission

To provide quality higher education and training which enable graduates to be successful throughout challenging and rewarding careers.

Guiding Principles[®]

Quality Academic Programs: Baker College offers quality academic programs focused on student outcomes and driven by expert faculty utilizing holistic program assessment, research-based pedagogy, and multiple delivery modalities, which lead to employment and career advancements for graduates.

Disciplined Fiscal Management: Baker College upholds a strong emphasis on prudent and ethical fiscal stewardship ensuring Institutional sustainability through commitment to sound business practices as a private, not-for-profit postsecondary institution.

Adapt and Change: Baker College adapts to environmental conditions by implementing deliberate strategic initiatives aimed at mitigating these forces.

Continuous Improvement: Baker College engages in ongoing efforts to improve all aspects of the Institution including programs, practices, processes, student outcomes, and services.

Accessible: Baker College commits to providing accessible higher education. The College admits individuals who demonstrate initiative and have the academic ability necessary to be successful within higher education.

Service Excellence: Baker College supports a student-centric service model providing student services that are prompt, practical, and reliable in an inviting and professional environment.

Strong Image: Baker College aspires to gain wide recognition for the strength and quality of its graduates, curriculum, faculty, staff, and facilities.

Accountable for Mission, Values, and Public Trust: Baker College accepts full accountability for its Mission and takes responsibility for the trust and faith placed in the Institution by its internal and external stakeholders.

High Work Ethic: Baker College employees demonstrate professionalism, commitment, dedication, integrity, and high standards of personal accountability.

Team Oriented: Baker College recognizes that employees are its most valuable resource and fosters a spirit of open communication and teamwork that embraces mutual respect, integrity, trust, and professionalism.

Community-Based: Baker College commits to being an exceptional corporate citizen by supporting the communities surrounding each campus and building lasting relationships in all of its service areas.

Theme 1 - Academic Outcomes

Deploy structures and processes aimed at continuously improving academic quality and maximizing student attainment of program and institutional outcomes.

- **Goal 1:** Engage in a comprehensive program assessment process.
- **Goal 2:** Improve persistence and graduation rates.
- **Goal 3:** Ensure a quality learning environment.

Theme 2: Institutional Brand and Identity

Communicate an institutional and brand identity to both internal and external stakeholders that clearly projects the purpose and goals of the Institution.

- **Goal 1:** Create a brand identity for Baker College.
- **Goal 2:** Deploy marketing to drive institutional brand.
- **Goal 3:** Cultivate and sustain an organizational culture to align with brand identity.

Theme 3: Program Portfolio and Market Position

Utilize a growth and sustainability process, leveraging internal strengths and external expertise, to analyze data to identify areas of opportunity.

- **Goal 1:** Increase the institution's ability to capture and grow baccalaureate and graduate education market.
- **Goal 2:** Proactive program portfolio management.

Theme 4: Accountability

Adopt, in philosophy and in action, practices and policies that promote transparency and accountability, to students, to employees, and the communities the Institution serves.

- **Goal 1:** Cultivate and promote strategy development and stewardship.
- **Goal 2:** Develop efficient and effective organizational models.

Theme 5: Inclusion and Diversity

Develop and cultivate the policies, practices, and structures that promote an inclusive and diverse environment for students, staff, and community partners.

- **Goal 1:** Cultivate an inclusive culture
- **Goal 2:** Develop a continuous improvement process for Global Diversity and Inclusion Benchmark (GDIB) framework

Theme 6: Valuing People

Develop a philosophy and mission that characterizes the commitment to the care and development of employees.

- **Goal 1:** Attract and retain high caliber employees
- **Goal 2:** Performance management and development of employees
- **Goal 3:** Regulatory compliance