



# STRATEGIC PLAN

## 2022 | 2027

# Table of Contents

Introduction	3
Mission Statement	4
Core Values	5
Vision	6
The Process	7
Strategic Planning Timeline	8
The Structure	10
Themes, Goals & Initiatives	11
• Academic Outcomes	12
• Institutional Brand	12
• Market Position	13
• Institutional Effectiveness	13
• Inclusion & Diversity	14
• Valuing People	14



# Introduction

Historically, Baker College develops and implements a new strategic plan every five years. The most recent plan executed guided the direction and actions of the College stakeholders from 2017-2021. In the fall of 2021, Baker College engaged in a highly collaborative strategic planning process to prepare for the development of the College's next five years. The Baker College strategic plan serves as a roadmap that aligns governance, capital and human resources to achieve high level goals established within the strategic plan to advance the institution and fulfil its mission.



# Mission Statement

Our mission is our **reason for being** and what we work to accomplish every day as an institution.

**The mission of Baker College is to provide an inclusive, innovative and transformative educational experience which allows students to positively impact their lives and the world around them.**



# Core Values

Our core values influence **everything we do** at Baker College—supporting our vision and defining our institutional culture.

**Integrity.**  
**Caring.**  
**Inclusiveness.**  
**Innovation.**  
**Social Responsibility.**

# Vision

Our vision is an aspirational outlook on what Baker College will accomplish **now** and in the **future**.

**Creating better futures,  
one student at a time.**



# The Process

In summer 2021, the Strategy Council reviewed and amended the existing formalized strategic planning process. The revision reflected the adoption of a 5th phase in the existing 4 phase approach. This new phase would allow for high levels of collaboration and stakeholder input, namely the employees.

- **Phase 1:** Listening
- **Phase 2:** Review of the Institution's Foundational Underpinnings
- **Phase 3:** Strategy development
- **Phase 4:** Execution
- **Phase 5:** Preparation for next strategic plan



## PHASE 1

To kick off the strategic planning process, all employees were invited to attend 1 of 7 Town Hall meetings to hear performance updates on the concluding strategic plan and to learn how each employee could engage and contribute to the development of the next 5-year strategic plan. This also provided the opportunity for casual yet focused conversation with regard to institutional performance and future direction.

## PHASE 2

Stakeholders, including employees and the Board of Directors, were asked to critically appraise the College's existing mission and guiding principles.

## PHASE 3

In this phase, all employees had the opportunity to contribute to an enterprise level SWOT analysis. The results of the SWOT analysis were considered when employees weighed in on the top priorities that the College should place focus on in the subsequent strategic plan.

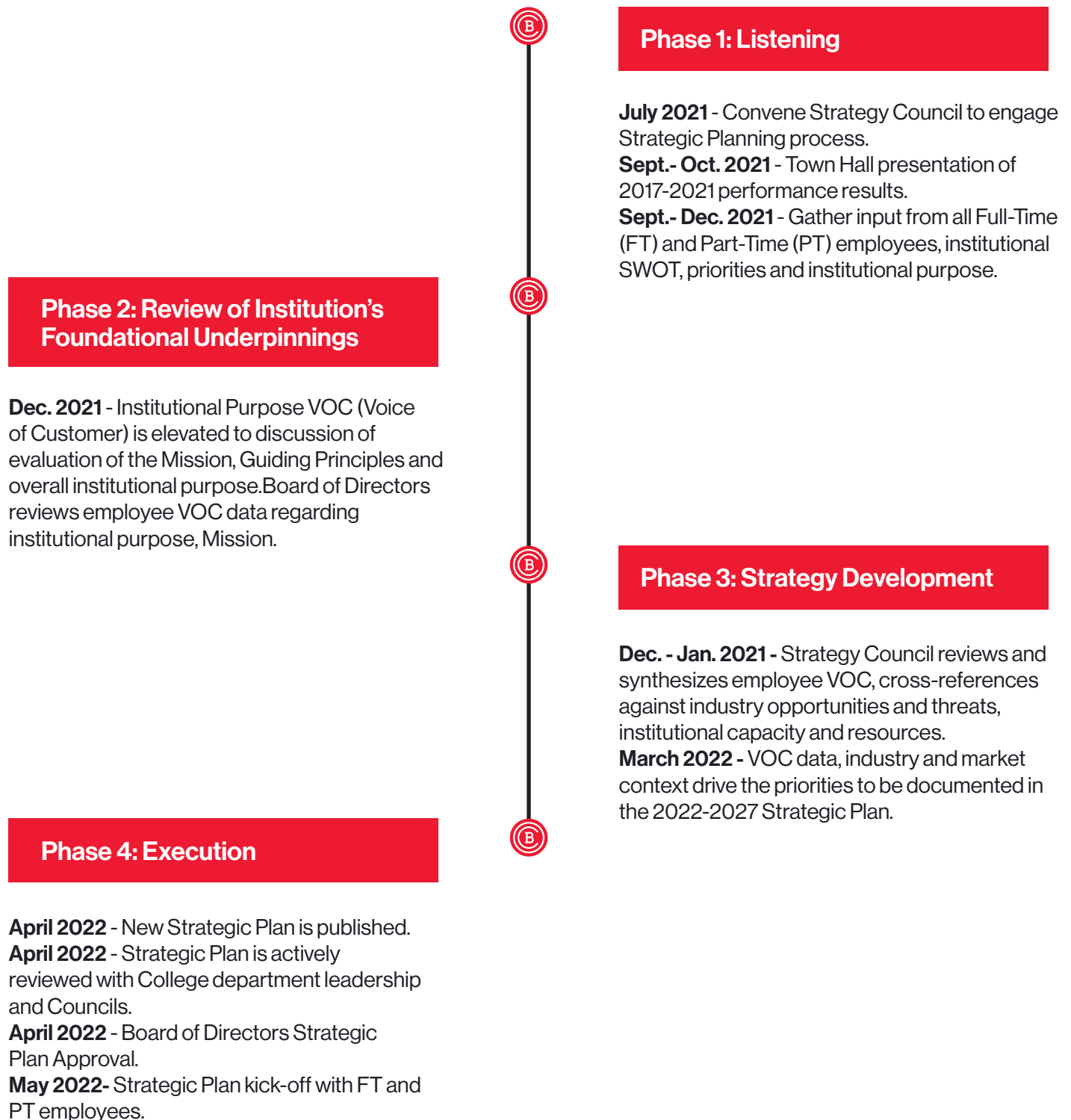
## PHASE 4

With priorities confirmed, initiatives to advance the respective priorities were revised and aligned with the performance trajectory of the College. The Strategy Council places focus on monitoring and supporting performance.


## PHASE 5

In 2027 the Strategy Council will initiate the concluding performance report for the degree to which the strategic priorities were achieved.

# Strategic Planning Timeline





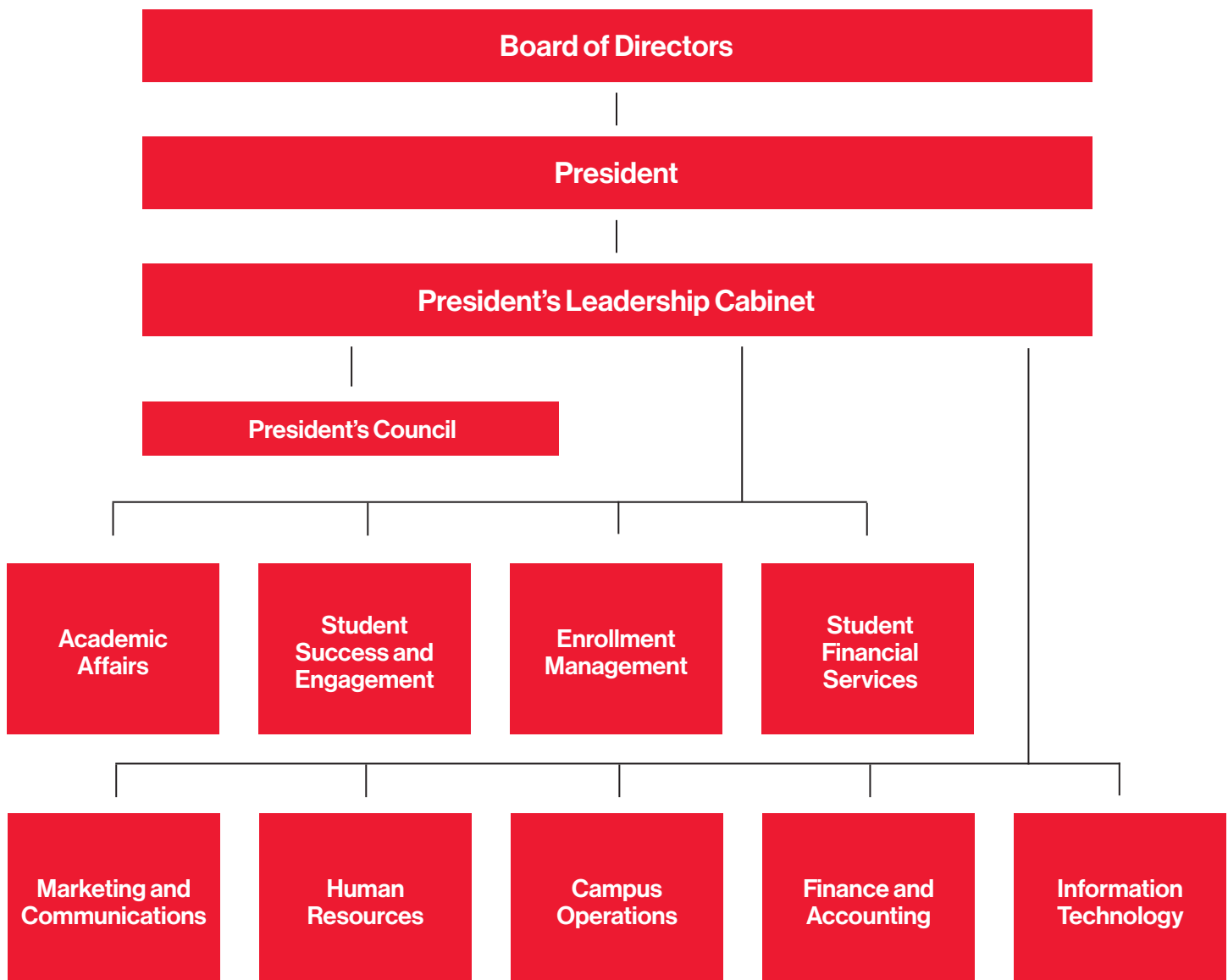


**There is no doubt in my mind that a significant portion of my success is a direct result of the knowledge and degrees earned from Baker College.**

**Mike Busdicker, MBA, CHTM, FACHE**  
**System Director of Clinical Engineering**

# The Structure

Baker College governance is reflected in its council structure. Councils are cross functional teams which provide stewardship over specified initiatives that are mapped to institutional goals and priorities.







The 2022-2027 Strategic Plan is presented in a hierarchical structure that moves from broad to specific as follows:

## **1. Themes**

The highest-level concept statements of strategic themes. These themes are umbrellas under which goals and initiatives affect many, if not all, departments. Themes are broad-priority statements that define what the Institution will focus on. Themes focus on the fundamental issues the College must address and how we will respond to the most important environmental issues and challenges. Themes are desired ends, which are not necessarily attainable or quantifiable.

## **2. 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.

## **3. 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 the 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.

## THEME #1

# Academic Outcomes

Provide an engaged educational experience that equips students for success.

1

**Improve student persistence and graduation rates.**

2

**Increase student participation in high-impact experiences that enhance learning.**

3

**Provide students with high quality instruction and contemporary learning opportunities.**



## THEME #2

# Institutional Brand

Bolster Baker reputation and institutional brand.

1

**Cultivate broad awareness of Baker's brand.**

2

**Identify opportunities to build brand equity and enhance brand reputation.**



### THEME #3

# Market Position

Pursue relevant markets that provide opportunity for sustainability, growth and strongly align with the College's mission and vision.

1

**Increase the institution's ability to capture and grow enrollments in targeted markets.**

2

**Align program portfolio with market needs and desired market position.**



### THEME #4

# Institutional Effectiveness

Monitor overall institutional effectiveness in fulfilling the mission and achieving institutional goals.

1

**Create a comprehensive framework for planning, measuring and improving institutional performance.**

2

**Utilize metrics-driven continuous improvement processes within Councils/ Departments/College.**

3

**Assess and address progress on institutional sustainability metrics.**





## THEME #5

# Inclusion & Diversity

Maintain DEI best practices to promote an inclusive and diverse environment for all stakeholders.

1

**Continue to foster an inclusive culture.**

2

**Expand institutional maturity in supporting DEI practices across Departments.**



## THEME #6

# Valuing People

Support an organizational culture that reflects a commitment to the employee experience and remains responsive to the changing expectations of the modern workplace.

1

**Attract and retain high caliber employees.**

2

**Performance enhancement and development of employees.**



