



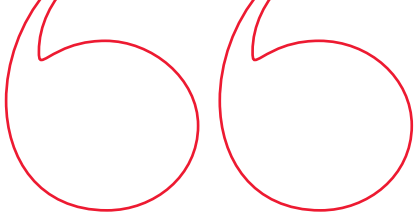
**Baker
College**



STRATEGIC PLAN
2022 | 2027

Table of Contents.

Letter From The President	3
Introduction	4
Mission Statement	5
Core Values	6
Vision	7
The Process	8
Strategic Planning Timeline	9
The Structure	10
Themes, Goals & Initiatives	13
• Academic Outcomes	14
• Institutional Brand	14
• Market Position	15
• Institutional Effectiveness	15
• Inclusion & Diversity	16
• Valuing People	16



To the BakerProud,

Change is inevitable. It enables us to move from where we are now toward where we want to be in the future. At Baker College, we not only embrace the need for change, but we actively prepare for it. Doing so requires a great deal of forethought, insight, collaboration, and of course, strategic planning.

As demonstrated by the pandemic, circumstances can change very quickly, and we may have to adjust our usual way of doing business at a moment's notice. However, effective strategic planning allows the institution to pivot when needed without compromising the quality of our education or sacrificing our institutional goals. It also serves as a beacon or “north star” that enables us to find our way and keep moving forward even during times of turbulence and uncertainty.

I'm proud to say that this year's strategic planning process has been the most collaborative in the history of Baker College. Your participation at our on-campus and virtual Town Hall events yielded many valuable and impactful takeaways. Your input is vital to developing an inclusive and shared vision for the institution's future as we work toward our ultimate purpose – having a meaningful, positive impact on the lives of our students.

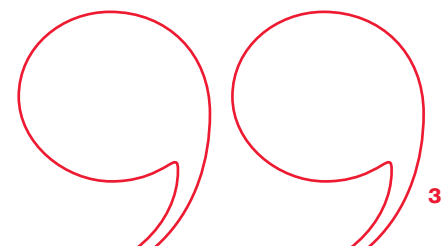
Please enjoy this overview of our institutional strategic plan for 2022-2027.

Thank you,



B. Daig

Bart Daig, PhD
System President
Baker College System



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.



Phase 1: Listening

July 2021 - Convene Strategy Council to engage Strategic Planning process.

Sept.- Oct. 2021 - Town Hall presentation of 2017-2021 performance results.

Sept.- Dec. 2021 - Gather input from all Full-Time (FT) and Part-Time (PT) employees, institutional SWOT, priorities and institutional purpose.



Phase 2: Review of Institution's Foundational Underpinnings

Dec. 2021 - Institutional Purpose VOC (Voice of Customer) is elevated to discussion of evaluation of the Mission, Guiding Principles and overall institutional purpose.

Board of Directors reviews employee VOC data regarding institutional purpose, Mission.



Phase 3: Strategy Development

Dec. - Jan. 2021 - Strategy Council reviews and synthesizes employee VOC, cross-references against industry opportunities and threats, institutional capacity and resources.

March 2022 - VOC data, industry and market context drive the priorities to be documented in the 2022-2027 Strategic Plan.



Phase 4: Execution

April 2022 - New Strategic Plan is published.

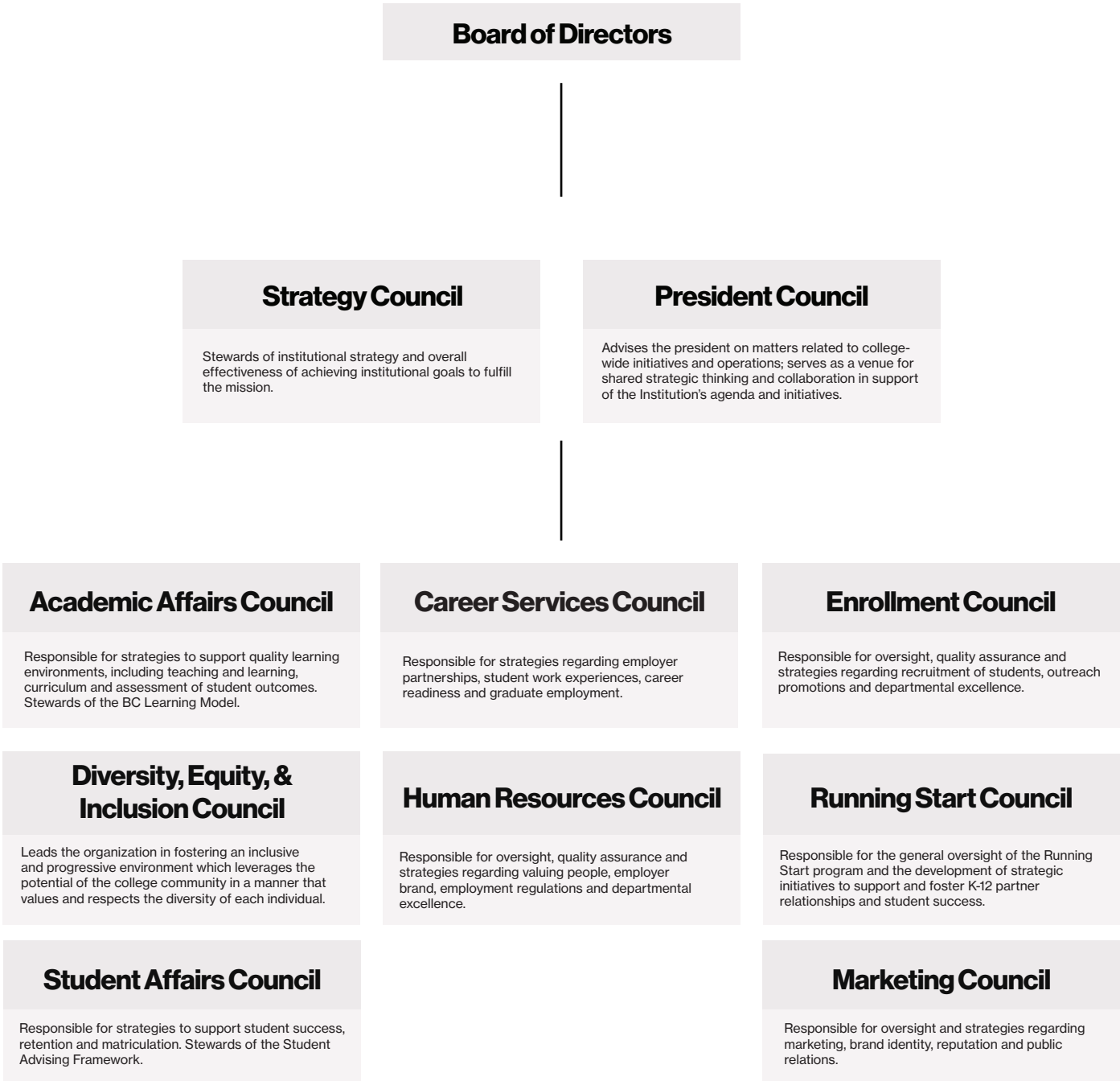
April 2022 - Strategic Plan is actively reviewed with College department leadership and Councils.

April 2022 - Board of Directors Strategic Plan Approval.

May 2022 - Strategic Plan kick-off with FT and PT employees.

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.





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 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.





 Baker
College