



**Bay State College**

**BAY STATE COLLEGE**  
**2020-2025 STRATEGIC PLAN**

*The Strategic Plan of Bay State College was formally approved by the Board on  
December 17, 2019*

## **Mission Statement**

Bay State College prepares students for successful careers and global citizenship through academic rigor and individualized support

## **Guiding Principles**

Bay State College accomplishes its mission through its commitment to providing the following:

- an affordable private education
- a supportive caring staff and faculty
- a hands-on learning environment
- a community embracing diversity
- a faculty with real-world experience
- an education beyond the classroom
- a culture of social and ethical responsibility
- a results-driven approach to student success

## **Core Values**

Quality, Respect and Support

## **Vision Statement**

Bay State College will be the College of choice in our region for career-minded students and employers who seek well-educated graduates in our disciplines

## **Goals**

1. To strengthen and promote the College's commitment to its mission, vision and values
2. To advance the College's reputation and standing as a leading center of higher learning serving all qualified students
3. To increase the College's enrollment of students who are ready to be active members of our learning community
4. To enhance public awareness, understanding and visibility of the College
5. To secure the necessary resources to support the mission and vision of the College

## GOALS, STRATEGIES & CRITICAL OUTCOMES

### **Goal #1: To strengthen and promote the College's commitment to its mission, vision and values**

**Strategy A:** Develop a greater awareness and understanding of the College's mission and history

**Critical Outcomes:**

- Assess current activities and programs that demonstrate how the mission, vision and values are being implemented
- Develop and promote "stories" of alumni/ae who have personal and professional experiences that model the College's guiding principles (e.g., global citizenship, successful careers, embracing diversity, etc.)

**Strategy B:** Create and sustain a college community that encourages and models diversity in faculty and staff and is welcoming to all

**Critical Outcome:**

- Establish goals and implement strategies to increase diversity in faculty and staff to align more with the demographic composition of the student body

**Strategy C:** Develop both curricular and experiential programs that provide and promote global awareness, social and ethical responsibility, service and a sustainable environment

**Critical Outcome:**

- Assess and modify academic programs and co-curricular opportunities that demonstrate and support global awareness and the College's core values
- 
-

## **Goal # 2: To advance the College's reputation and standing as a leading center of higher learning serving all qualified students**

**Strategy A:** Increase the quality and refine the scope of the academic programs at the undergraduate, graduate and continuing education levels

**Critical Outcomes:**

- Develop a coherent assessment process and criteria for implementing new majors, minors, concentrations and certificate programs that align with high job opportunity growth areas and community needs, especially in the areas of healthcare, information technology and management
- Develop a coherent assessment process and criteria that includes both internal criteria and environmental scanning, for implementing new curricula and suppressing and reducing some programs and courses
- Fully establish and sustain appropriate levels of academic rigor, academic integrity and professional standards consistent with the goal of excellence

**Strategy B:** Assess and continue to develop the core curriculum to reflect the mission, vision and values of the College

**Critical Outcome:**

- Develop and delineate specific and measurable outcomes to evaluate the effects of the core curriculum on student knowledge, skills and values

**Strategy C:** Identify, expand, and implement offerings that include non-credit, certificate, summer, distance learning, online and graduate programs

**Critical Outcomes:**

- Investigate viability of accelerated on-ground and distance education programs to attract both non-traditional and traditional students
- Explore the viability of the addition of doctoral programs to the curriculum (e.g., DBA)
- Establish summer continuing education programs (e.g., courses, workshops, camps) for middle and high school students

**Strategy D:** Increase the quality and the scope of the co-curricular programs to meet the holistic needs of all students

**Critical Outcomes:**

- Develop and implement an inter-collegiate athletic program
- Renovate and re-purpose current student-usage areas to allow for more creative programming and higher quality events

**Strategy E:** Define and identify the signature programs of the College (curricular, co-curricular, services)

**Critical Outcome:**

- Determine potential signature programs in all areas based on the College's strengths and resources and an analysis of other institutions

**Strategy F:** Develop and implement programs and services to improve the retention of all students

**Critical Outcomes:**

- Upgrade exit interviews of students who leave BSC to determine the reasons for these decisions
- Publicize the existence and increase the availability of emergency support funds so that students who face financial hardship know that they are available
- Continue to train all staff in the customer service model to increase the staff's responsiveness to student needs and improve the satisfaction of students

**Strategy G:** Develop and implement opportunities and resources for faculty research and scholarship

**Critical Outcome:**

- Establish a Faculty Center for Teaching and Learning (FCTL) to facilitate faculty improvement in instruction, collaboration and engagement in scholarship

**Strategy H:** Develop opportunities and resources for the professional development of all non-faculty employees and administrators

**Critical Outcome:**

- Develop a "professional development" workshop series internally for employees to improve skills and gain new skills

**Strategy I:** Continue to hire and retain the most qualified faculty, administrators and staff who support the mission, vision, values and goals of the College

**Critical Outcomes:**

- Conduct a staffing analysis to determine the necessary areas of current and future growth and adjustment of faculty and staff throughout the College
  - Develop and implement increased benefit programs for employees that will contribute to the quality of the workplace, build community and respect budgetary restraints
  - Explore methods of reducing the faculty teaching load to provide increased time and resources for scholarship and professional activity
  - Implement a recognition and appreciation program for all employees that includes merit pay and performance bonuses/rewards
  - Provide continuous training and development to strengthen team rapport, increased morale and increased customer service
  - Develop and implement a comprehensive internal communication plan to promote transparency in college operations for employees
- 
-

**Goal # 3: To increase the College's enrollment of students who are ready to be active members of our learning community**

**Strategy A:** Develop a comprehensive enrollment management plan

**Critical Outcomes:**

- Develop and promote a clear brand for the College which actively and uniquely differentiates itself from its key competitors
- Assess our admissions staffing to determine the necessary demographic, skills and experience for recruiting all students for all programs

**Strategy B:** Increase the enrollment of traditional, non-traditional, and graduate students

**Critical Outcome:**

- Explore five-year bachelor and master's degree programs in professional areas

**Strategy C:** Increase the level of academic quality and preparedness of the student population

**Critical Outcome:**

- Explore ways to help accepted students master needed skills including the institution of a possible summer program, online modules, etc.

**Strategy D:** Increase the cultural and geographic diversity of the new student population.

**Critical Outcomes:**

- Develop an institutional strategy for using distance education to recruit a more geographically diverse student population
- Establish scholarship programs targeted to different student populations

**Strategy E:** Develop and implement programs and services to better integrate commuter students, transfer students, non-traditional students, and graduate students into the life of the College

**Critical Outcomes:**

- Create a transition (both land based and online) program that provides ongoing services to the non-traditional population
- Implement a mentorship program that links new commuter students, transfer students, adult students and graduate students to those who have been at BSC for at least one year and have been trained to mentor

**Strategy F:** Develop and implement a more comprehensive orientation program for new students

**Critical Outcomes:**

- Expand and improve upon specialized orientations for specific groups of students (transfers, graduate, non-traditional, international, veterans, online, etc.)
- Conduct summer and intersession remedial instructional sessions for incoming students with math, English and language skills which may be important for academic success at the College

**Strategy G:** Explore and implement programs and services that focus on affordability for prospective and current students

**Critical Outcomes:**

- Develop more pervasive programs like proficiency tests, portfolio review, prior learning credit etc. for all prospective student populations
- Expand the College's Federal Work Study program and student employment opportunities to increase options for students
- Explore the implementation of both co-op and accelerated degree programs for students

**Strategy H:** Develop and implement a comprehensive Career Services model that engages students from enrollment through graduation and beyond

**Critical Outcomes:**

- Improve Internship program administration, participation, tracking and evaluation
  - Design standardized internship agreements for student and site that define the roles of each participant in the internship process: Student, Site Supervisor, Faculty Supervisor, and Career Services
  - Create career competency outcomes that all students should achieve prior to graduation, and track student progress toward these outcomes
- 
- 

## **Goal #4: To enhance public awareness, understanding and visibility of the College**

**Strategy A:** Develop and sponsor programs and activities designed to attract new students and resources, engage the participation of the external community, and generate greater public awareness of the College

**Critical Outcomes:**

- Focus on a clear and well defined brand for the College that is reflected in all communications, publications, buildings and offices, and throughout the community
- Verify that the BSC website reflects the highest purposes and contributions of the College to the local, regional, national, and international communities
- Collect and share outcomes data for our graduates/alumni (e.g., student success stories, employment, average salaries, grad school admissions) to better exemplify the value of a student's investment in a BSC degree

**Strategy B:** Lead and participate in programs and activities that involve partnerships with organizations, corporations and service providers in the external community

**Critical Outcomes:**

- Continue to explore partnerships, mergers and acquisitions
- Establish the College as a hosting venue for regional organizations and cultural events

**Strategy C:** Develop and implement systems and procedures to ensure clear and consistent communication of the values, strengths and achievements of the College both internally and externally

**Critical Outcomes:**

- Implement a centralized, college-wide event management system to support campus activities calendars, digital signage, and mobile devices for effective promotion of events to students, faculty and staff, as well as alumni and the broader community
- Establish a new and separate office that integrates and regularly assesses marketing, advertising, media (including the website), internal and external communications, publications and public relations into one area that serves the entire College (including Admissions and Institutional Advancement)

## **Goal #5: To secure the necessary resources to support the mission and vision of the College**

**Strategy A:** Continue to implement the Campus Master Plan and a staffing plan to meet the needs of the College

**Critical Outcomes:**

- Develop a projected staffing plan based on the enrollment projections and future staffing needs, including potential of outsourcing core and non-core functions
- Review, assess, update and circulate safety and disaster plans, including active shooter response training, in coordination with community providers (e.g., Boston Police Department, Emergency Services providers)
- Conduct an updated space analysis of both campuses to determine needs for learning, functionality, students and offices reflecting the growth needs in enrollment and staffing

**Strategy B:** Develop and implement a Technology Master Plan to define, assess and prioritize all initiatives and services

**Critical Outcomes:**

- Develop a multi-year technology plan that correlates with expressed needs, growth of the College and includes appropriate measures to provide cyber security and business continuation
- Create a governance structure to provide input to technology planning and further communication about IT projects and progress
- Develop a faculty instructional technology team to work on course development and the effective use of technology in teaching
- Provide resources for a new Technology Help Center to service students, staff and faculty

**Strategy C:** Develop and implement a long-range financial plan for the College that incorporates historical trends as well as the assumptions and strategies for growth in enrollment, personnel, programs and facilities

**Critical Outcomes:**

- Create an ongoing and regularly updated five-year financial plan
- Establish an integrated planning process with shared governance roles where all planning and budget activities are effectively coordinated and are driven by the College's strategic plan
- Integrate the Financial Master Plan with the Strategic Plan, the Enrollment Plan, the Retention Plan and the Technology Plan

**Strategy D:** Incorporate environmental values into the planning activities of the College

**Critical Outcomes:**

- Commit the College to becoming a paperless campus by 2022
- Monitor good energy use at all college properties

**Strategy E:** Develop comprehensive fund raising programs

**Critical Outcomes:**

- Research the requirements and legal restrictions for fund raising activities at a for-profit college
- Explore opportunities for grants that will enable the College to best serve its mission
- Initiate a program of “friend” raising (building relationships with alumni/ae to support enrollment, retention, employment, community development, etc.)

**Strategy F:** Increase initiatives and programs to develop stronger community and governmental relations

**Critical Outcome:**

- Increase the College’s standing and awareness in the community through events, communication, community investments, social media, service on boards and community groups, corporate and high school outreach, and the development of a speaker’s bureau

**Strategy G:** Develop and implement a program of continuous improvement of all of the College’s administrative and financial programs and services

**Critical Outcomes:**

- Develop and implement assessment processes for administrative support services to include clear statement of goals, outcomes, and performance indicators
- Develop assessment processes for non-academic units that focus explicitly on the extent to which their activities have facilitated student learning and personal growth
- Fully implement performance appraisal systems that connect continued employment decisions to effective performance of the College’s priorities (e.g., high quality customer service)
- Centralize services and increase cross-training to eliminate redundancies and increase both efficiency and levels of service
- Develop a system of performance objectives that are directly connected to annual performance reviews and compensation decisions (i.e., merit pay, promotions, etc.)