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President’s Message:  
A Collective Higher Achievement

It is with great pride that we present Bay State College’s newest and most ambitious strategic plan, Outcomes 2015. Outcomes 2015 builds on the legacy of quality improvement, growth in the student body, enhancement of resources, and student successes from our prior strategic plan, Vision 2010. The plan directly impacts those whose lives we touch every day. While the core values of Quality, Respect and Support endure, and the fundamental tenets of the College’s mission statement remain, Outcomes 2015 represents a rebirth toward a collective higher achievement.

Outcomes 2015 accounts for modern economic realities like competition and employer demand affecting students, employees, and institutions, and it thoughtfully aspires to enhance the outcomes of all who work and study within Bay State College’s walls.

More than just a strategic plan, Outcomes 2015 reflects the consensus vision of Bay State College’s employees, students and various stakeholders. All of us share a common goal: We want to make Bay State College a great place to go to college or to work, a place where student success – as measured partly by learning outcomes, retention and graduation rates – trumps all other achievements.

The entire Bay State College community was involved in the creation of Outcomes 2015. The passions of hundreds of individuals are compiled and synthesized in this strategic plan which is meant to further our mission of positively impacting students’ lives, to provide opportunities for self-enrichment, and to act as a catalyst for students to realize their dreams.

As President, I am proud of the work already accomplished by the people of Bay State College, but I am even more inspired by the possibilities that lie ahead.

Thank you in advance for your contributions toward our students’ success.

Sincerely,

Craig F. Pfannenstiehl
President
I. Background

Introduction

From Vision 2010 to Outcomes 2015

Outcomes 2015 is the second strategic plan that has guided Bay State College in its more than 65-year history. The plan builds on the successes of its predecessor, Vision 2010, which resulted in a 70 percent growth in student population, a near doubling of in-field placement for our graduates, a 30 percent increase in full-time faculty, a 40 percent increase in retention, as well as major advances in student support services and graduation rates.

Outcomes 2015 reflects the collective vision of hundreds of our students, employees and other stakeholders. Based on their input, three guiding principles emerged:

- Continue to enhance the quality of education and embrace the baccalaureate culture that began in Vision 2010.
- Offer the very best value proposition for students.
- Continue to build a strong compliance and financial foundation.

The word “Outcomes” was not chosen by accident. It speaks specifically to the most important result of the plan – the success of our students. How do we measure success? Retention and graduation rates, gainful employment and in-field placement are all important. However, above all else, we want to provide our students with an education that gives them the opportunity to not just succeed but excel in their chosen field.

The plan builds on the successes of its predecessor, Vision 2010, which resulted in a 70% growth in student population, a near doubling of in-field placement for our graduates, a 30% increase in full-time faculty, a 40% increase in retention ...
Institutional Strategic Planning (Outcomes 2015)

Outcomes 2015 was developed during a 15-month process. The college undergoes a full strategic planning process every three to five years. This plan is tracked quarterly and updated at least annually.

Timeline ..................................................................................................................
What ......................................................................................................................... Who
April 2010..................Vision................................................................. All Employees
June 2010..................SWOT Analysis .................................................. Management Team
January 2011..............SWOT Analysis and Strategy Review ...... Board of Trustees
Spring 2011 ..............Strategy Discussions................................. Day & Evening Students
Spring 2011 ..............Strategy, Goal and EO Refinement .... Management Team
June 2011...............Strategy, Goal and EO Refinement .......... Management Team
November 2011 ..........Final Approval ................................. Board of Trustees

The planning process included all constituents. The process itself was perhaps the most important outcome as it allowed all involved the opportunity to participate in defining the future of Bay State College.

Outcomes 2015 may have been completed and written in June 2011, however it is a “living” plan. It will be updated annually as assessments and internal evaluations identify changes in institutional needs, environmental threats and opportunities, and internal strengths and weaknesses.

While the document articulates a clear and decisive path toward accomplishing our mission and vision, the plan remains flexible to operational priorities.
Strategic Planning: An Ongoing Process

Every year, planning and assessment tools are used to feed the overall strategic and operating plans of the College. Surveys and other institutional assessments are administered regularly and inform decision-makers about how well we are achieving our mission.

Historically, the planning and evaluation process was based on a continuous improvement model e.g., using the comparison of our own institutional research data year-over-year to inform decision-making and allocation of institutional resources. More recently, the College began to integrate the National Survey of Student Engagement (NSSE) into the process to allow for comparisons of Bay State College performance and student engagement with national data. The Center for Postsecondary Research suggests that schools use NSSE “to identify aspects of the undergraduate experience inside and outside the classroom that can be improved through changes in policies and practices more consistent with good practices in undergraduate education.”

Once the data is evaluated and synthesized, the institutional effectiveness committee provides recommendations to the executive team to enhance our ability to meet our mission. These recommendations are incorporated by the executive team into the College’s short-term operating plans (budgets) or long-range strategic and financial plans as appropriate.
Annual Planning & Evaluation Timeline

**Fall**
- **Survey**
  - Student Satisfaction

**Winter**
- **Survey**
  - National Survey of Student Engagement (NSSE)

**Spring**
- **Survey**
  - Institutional Effectiveness
  - Adjunct Faculty
- **Research**
  - Student led retention meetings (every other spring)
  - Learning Outcomes Assessment

**Summer**
- **Survey**
  - Workforce Climate Survey / Globe 100
- **Implement**
  - Implementation into budget

**Evaluate**
- Assessment and compilation of data, report and recommendations

**Plan**
- Strategic Planning (quarterly)
Annual Operating Planning Process (Budgets)

Every spring the management team and all budget managers begin to draft their annual operating plans. Management input and recommendations from internal assessments are included each year. There are two processes for budgets, one for academic departments and another for administrative departments.

Academic budgets are formed by department and based on population trends and an examination of the ratio of students to full-time (FT) faculty, and the percentage of courses taught by FT faculty within each department. The allocation of additional resources in order to support the College's mission is a function of the program or department chair’s assessment of need, the needs identified in the strategic planning process and recommendations from institutional research including learning outcomes assessment.

The budget is approved annually by the finance committee of the Board of Trustees as well as the entire Board upon the committee’s recommendation.
Key Stakeholders in the Outcomes 2015 Planning Process

**General**
At various stages, the entire Bay State College community – students, staff, faculty, trustees, employers and alumni – was involved in developing Outcomes 2015. The first stage of the process was the Vision stage, which involved compiling and synthesizing the thoughts of hundreds of constituents into one common vision for the College. Although the vision statement itself never changed, the collective thoughts about the College’s future evolved from Vision 2010’s central themes and guided the creation of our three key strategies (See page 13). In this evolution from Vision 2010’s themes of necessitated change, growth and reinvestment, Outcomes 2015 focuses on continuing to enhance academic quality and rigor, investing in faculty and student engagement, ensuring the institutional capacity for growth, and improving student outcomes.

**Executive Committee**
The executive committee, comprised of the president and vice presidents, made up the steering committee for the strategic plan. Their job was to develop the strategies and key benchmarks of the plan with input from their departments and the management team. They also continuously worked to refine the strategies, goals, enabling objectives and action plans to ensure we remained mission focused and concentrated on the most effective actions.

**Faculty and Staff**
Faculty and staff were involved in the strategic plan from the very inception. Adjunct faculty from both day and evening were involved in the vision compilation and full-time staff and faculty were involved in various committees often in supporting and leading roles. Using learning outcomes assessment data, faculty members helped develop the “student experience” strategy focusing on student engagement and academic rigor.

**Students**
Students share in the governance of the College, most intimately through the student government association. The SGA meets with the management team in operational and strategic planning sessions at least every other year. The meetings usually focus on student-related topics like how to improve student life in and out of the classroom. The SGA president also reports to the academic and student affairs committee of the Board and meets with the president annually representing the voice of all students.
Management Team
Management team members, which include directors, vice-presidents and the president, were all leaders in various capacities throughout the process and were integral in developing the goals, enabling objectives and action plans.

Employers
Employers were surveyed and their thoughts were incorporated into the plan through academic program advisory boards and through discussions with members of the management team. In particular, employer input is included in the “Service” strategy. Employers are considered a key customer of Bay State College.

Trustees
The Trustees, three of whom are alumni of the College, were involved from the very beginning of the Outcomes 2015 process, from the refinement of strategies and goals to the final approval and adoption of the plan in 2011, as well as the financial plan that accompanies Outcomes 2015.
II. Strategic Plan

Mission Statement
Bay State College is a private college whose mission is to provide students with a quality education that prepares them for professional careers and increasing levels of higher education. Bay State College accomplishes this mission by providing a learning environment where teaching excellence and student services are blended to support the uniqueness of individual students, preparing them to achieve their full potential as ethically and socially aware citizens.

Core Values
Quality, Respect & 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.

Guiding Objectives
Through Outcomes 2015, we will achieve our vision of a better Bay State College by adhering to strict compliance standards, dedicating ourselves to service excellence, committing to intelligent growth, and achieving enhanced outcomes for all constituents. The College is committed to investing in these strategies in order to achieve our vision: 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.

Consistent with the proud history of the College, we are committed to enhanced quality in the achievement of all objectives.
Our Three Key Strategies

Service
Bay State College has a proud history of providing first-rate customer service to all constituents including students and their families, faculty and staff, the alumni and employers we serve and the community at large. This strategy is designed to ensure the College continues to place the power of its resources in the hands of its customers. The service strategy focuses Bay State College on continuously improving its reputation as a great place to go to school, to work, and to seek graduates for employment. Beyond academics, we also want to be seen as a community service leader.

Compliance and SMART Growth
For Bay State College, SMART means both intelligent and the often cited acronym for Specific, Measurable, Attainable, Realistic, and Time-bound. The College knows that intelligent growth means ensuring a strong compliance and financial foundation. It means investing in technology. Upon that foundation, the College strives to increase its reach in new ways and drive growth in online and adult education, and in its traditional base.

Student Experience
The “student experience” strategy is focused on ensuring that every student leaves Bay State College feeling he or she received a quality education and exceptional value for tuition dollars spent. The College pledges to promote the outstanding achievements of its graduates and to be transparent and proud of our student outcomes including learning outcomes and retention, graduation and placement rates. This strategy includes investment in faculty, ensuring we place the necessary resources in the hands of those who provide the product we serve. It also ensures that academic rigor is closely nourished and students are engaged inside and outside the classroom.
Outcomes 2015  
Our Strategies and Goals

1. Enhance our reputation as an institution with an uncommon focus on service excellence.
   Goals:
   a. Provide a supportive environment for students
   b. Encourage and support employees in their personal and professional well-being and development
   c. Develop broader and deeper employer relations
   d. Develop a reputation as a leader in service to the community
   e. Expand alumni relations

2. Commit to a plan for SMART growth and financial stability furthering institutional capacity.
   Goals:
   a. Develop a culture of compliance
   b. Assure fiscally sound planning to support the achievement of our strategic and operational plans
   c. Increase efficiency of the organization through information technology
   d. Ensure student population growth
   e. Realign the School of Continuing and Professional Education with growing target markets
   f. Build a growing and self-sufficient online division

3. Strengthen the student experience.
   Goals:
   a. Attain and maintain academic excellence in all programs as measured in part by learning outcomes assessment
   b. Invest in teaching quality
   c. Improve program outcomes where needed in the areas of increased graduation rates and higher starting salaries
   d. Increase student engagement through enriching educational experiences
Our Benchmarks

Our benchmarks represent the most important measurements by which the College will know it is successfully executing on each strategy and therefore meeting our mission and vision. Behind each key measure are scores of other benchmarks and data that more closely support each action plan.

**Strategy 1: Enhance our reputation as an institution with an uncommon focus on service excellence**

a. **Benchmark #1 Overall Retention**: Retention is measured across several points in a student's experience. In the College’s last strategic plan, the primary retention measure was for first-time, full-time students after one year. Given the College’s heavy part-time, evening division, and growing second-, third- and fourth-year populations, Outcomes 2015 is focused on improving semester-to-semester retention for all cohorts combined, not just for first-time, full-time students.

b. **Benchmark #2 Workforce Climate Survey results**: The WCS is a 12-question survey by the Gallup Organization that measures the strength of the workplace.

**Strategy 2: Commit to a plan for SMART growth and financial stability furthering institutional capacity**

c. **Benchmark #1 GAAP and SFA audits**: Internal audits are conducted on regular intervals of our admissions and enrollment activities, academics, and student financial aid and finances. The audits of our finances and our administration of student financial aid are expected to result in unqualified audits with no repeat or material findings.

d. **Benchmark #2 Financial Responsibility Score**: This benchmark is a composite score measured by the U.S. Department of Education combining a primary reserve ratio, a net income measure, and equity strength.

e. **Benchmark #3 Student Headcount**: Headcount is the College’s primary measure of growth in population.

**Strategy 3: Strengthen the student experience**

f. **Benchmark #1 Academic Quality Score**: The academic quality score is a Bay State College composite measure of student perceptions about the quality of their education. The four factors that specifically contribute to this benchmark are Course Content, Challenge, Preparation for Chosen Occupation, and Quality of Instruction.
Our Plan

1. Enhance our reputation as an institution with an uncommon focus on service excellence
   a. Provide a supportive environment for students
      Key Person Responsible (KPR): Vice President of Student Services
      Partner: Dean of Students
      i. Increase student access to support services through use of technology
      ii. Hire a full-time learning specialist in the Department of Academic Development in our Center for Learning and Success (CLAS)
      iii. Develop and implement a model to expand student support services to non-traditional students
   
   b. Encourage and support employees in their personal and professional well-being and development
      Key Person Responsible (KPR): Vice President of Administration & Finance
      Partner: Human Resources Manager
      i. Hire an additional full-time HR staff member
      ii. Centralize employee information and resources
      iii. Implement a staff and faculty health and wellness program
      iv. Provide two employee-selected training sessions per year in areas of institutional importance
      v. Create a culture of encouraging employee diversity in the workplace through policy and practice
   
   c. Develop broader and deeper employer relations
      Key Person Responsible (KPR): Vice President of Student Services
      Partner: Director of Career Services
      i. Diversify services provided to employers to deepen connections
      ii. Expand employer network including out-of-state opportunities
      iii. Create standard guidelines for appointments to advisory boards
   
   d. Develop a reputation as a leader in service to the community
      Key Person Responsible (KPR): Vice President of Student Services
      Partner: Director of Student Activities
      i. Focus community service efforts on specific causes each year
      ii. Provide additional opportunities and incentives to employees to increase involvement in community service
      iii. Develop a Bay State College Foundation with a philanthropic purpose
      iv. Expand service learning to more programs
   
   e. Expand alumni relations
      Key Person Responsible (KPR): Vice President of Student Services
      Partner: Director of Career Services
      i. Create Alumni Relations Department by hiring a full-time coordinator
2. Commit to a plan for SMART growth and financial stability furthering institutional capacity

a. Develop a culture of compliance
   KPR: **Vice President of Administration & Finance**
   Partner: **Vice Presidents & Directors**
   i. Invest in compliance HR infrastructure within major divisions of the College
   ii. Develop policies and procedures across all departments
   iii. Provide regular training on regulations and internal Policies and Procedures
   iv. Accountability: create a check and balance system for continuous assessment

b. Assure fiscally sound planning to support the achievement of our strategic and operational plans
   KPR: **President**
   Partner: **Vice President of Administration & Finance**
   i. Define institutional capacity between now and 2015 along with benchmark study of personnel, financial reserves, and facilities necessary to support growth
   ii. Continue to fund capital reserves each year per plan
   iii. Instill more discipline in budget planning process by implementing purchasing controls
   iv. Strengthen institutional research and assessment in non-academic departments

c. Increase efficiency of organization through information technology
   KPR: **Vice President of Administration & Finance**
   Partner: **Director of Information Technology**
   i. Develop effective reporting from our student information system
   ii. Implement regular training of staff and faculty on student information system and classroom technology
   iii. Increase wireless access and bandwidth across campus
   iv. Expand and assess student information system and information technology capabilities to support current needs and future growth

d. Ensure student population growth
   KPR: **Vice President of Enrollment and Marketing**
   Partner: **Vice President of Academic Affairs**
   i. Create a five-year, new program development plan in areas of health and business and information technology
   ii. Plan to expand international recruitment including third-party relationships
   iii. Plan to expand military recruitment including third-party relationships
   iv. Build a strong brand and long-term marketing plan with increased emphasis on adult education and online
e. Realign the School of Continuing and Professional Education with growing target markets
KPR: Director of Continuing and Distance Education
Partner: Vice President of Academic Affairs
i. Create a development plan for growing the School of Continuing and Professional Education
ii. Evaluate Middleborough facilities and make long-term strategic investments to update facilities
iii. Develop corporate training partnerships to better utilize facilities and maximize non-title IV revenue
iv. Enhance and broaden offerings and services to adult learners ages 24 – 34
v. Add a third campus by 2015

f. Build a growing and self-sufficient online division
KPR: Director of Online Learning
Partner: Director of College-wide Admissions
i. Develop a five-year plan to grow the number of programs offered fully online
ii. Build internal infrastructure and third-party relationships to sustain enrollment growth
iii. Insure high quality course content, instruction, and delivery platform by investing in online academic infrastructure
iv. Introduce web-supported modality across on-campus programs

3. Strengthen the student experience

a. Attain and maintain academic excellence in all programs
KPR: Vice President of Academic Affairs
Partner: Dean of School of Management
i. Institute syllabus and textbook review process to ensure all courses include appropriate academic level, critical thinking skills, communication skills, and teamwork
ii. Update academic program review process
iii. Commit to offering breadth and depth of electives in baccalaureate programs by maximizing shared electives between majors, adding online options to be shared across campuses, and developing new courses of high interest and relevance
iv. Strengthen professional readiness by instituting best practices within internship courses to ensure students are prepared with a quality placement and requisite skills
v. Strengthen learning outcomes assessment process; formalize annual department reporting process; institute National Survey of Student Engagement
b. Invest in teaching quality
KPR: Vice President of Academic Affairs
Partner: Associate Dean of Academic Affairs
   i. Increase the percent of classes taught by full-time faculty by adding a “preceptor” faculty position
   ii. Enhance the faculty development program that provides tools toward a learner-centered classroom
   iii. Develop a training and mentoring program for first semester faculty
   iv. Improve classroom technology and training by working with information technology department to develop annual training program
   v. Expand access to faculty development opportunities to evening division

c. Improve program outcomes where needed in the areas of increased graduation rates and higher starting salaries
KPR: Vice President of Academic Affairs, Vice President of Administration and Finance
Partner: Academic Department and Program Chairs, Operations committee
   i. Develop system of responsibility for program outcomes borne by department and program chairs that rewards high ROI and outcome programs and cycles out ineffective programs
   ii. Program chairs to implement strategic program-by-program initiatives designed to address program outcome needs for starting salaries and placement
   iii. Create task force to implement institutional strategies designed to decrease student debt and improve student loan repayment rates

d. Increase student engagement through enriching educational experiences
KPR: Vice President of Student Services
Partner: Dean of Students
   i. Increase student involvement in existing high impact practices on campus such as service learning, study-abroad, and co-curricular activities
   ii. Implement additional high impact practices on campus including living/learning communities and a Senior Year Experience
   iii. Implement a new First Year Experience model to better engage both traditional and nontraditional students
### Mission Alignment

**Strategy: Service**
- Supportive environment for students
- Uniqueness of each student
- Retention
- Student satisfaction (SS)
- Employees
- Quality education
- Workforce Climate Survey
- Workforce Climate Survey (WCS)
- Employers
- Prepares them for professional careers
- In-field placements
- Placement report, Alumni survey
- Community service
- Develop socially and ethically aware citizens
- Community service and service learning hours
- Annual community service report
- Alumni
- Professional careers
- In-field placements
- Placement report, Gainful employment data

**Strategy: SMART Growth**

**COMPLIANCE**
- Fiscal strength
- IT
- Growth
- CE
- Online
  - Provides students with a quality education
  - Financial responsibility scores
  - Classroom technology
  - Headcount
  - Audits
  - Annual financial audits
  - Institutional Effectiveness (IE), SS
  - Population

**Strategy: Student Experience**
- Academic excellence
- Increasing levels of higher education
- Academic Quality Score, Learning Outcomes Assessment
- SS, Faculty evaluations, Academic Program Review
- Teaching quality
- Teaching excellence
- Teacher evaluations
- IE, Faculty evaluations
- Outcomes
- Prepared for careers
- Gainful employment
- Gainful employment
- Engagement
- Support
- NSSE benchmarks
- NSSE

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Addendum

Outcomes 2015 is supported by a long-range financial plan that encompasses the financial assumptions and projections, personnel and deferred maintenance plans, and other assumptions as to the growth and student successes expected as a result of Outcomes 2015. Through Outcomes 2015, Bay State College will further its mission and accomplish its vision.

Board of Trustees

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