

Vision 2013

A New American Women's College for the 21st Century

Introduction

During the past year, the Board of Trustees, faculty, and members of the administration have been focused on creating a new vision for Bay Path: **Vision 2013**. This will be the fourth vision plan in my tenure at the College; and, in many ways, the process has become a time for me to reflect on where we have been and where we are, as much as where we are going.

As a College, we have never shied away from dreaming, setting lofty goals, and then working hard to achieve those dreams and goals. All of us truly care about our distinctive work in women's education and the advancement of women; we value our role in the broader community – locally, regionally and globally; and we think innovatively about education and the delivery of education that is high touch and becoming more high touch/high tech.

From my vantage point, I see **Vision 2013** as more philosophical than quantifiable. At its core, there will be a curriculum that provides a liberal, broad, and open way of looking at and experiencing our exciting and changing world; that guarantees competence in a discipline; that offers experience for leadership and character development; that demands excellent communication skills; that touches the hearts of students with the meaning of philanthropy; and that provides life skills every college graduate must have to navigate both their professional and personal paths. **Vision 2013** will solidify our reputation and provide the values upon which we will grow and develop for years to come.

We are at a juncture in our own evolution as an institution, as well as in the evolution of higher education in this country. Fundamental to our vision and the direction of higher education in general is how we deliver education in new ways that use the power of the person and the power of technology. Will the model of education change to embrace the global access we have to information and experts in a variety of fields currently available 24/7, 365 days a year? Will we continue to break for summers, continue the current format of credit hours and 14-week semesters, or will

we pace learning based on the student's unique progress? What will be the new definition of professor or educator: knowledge facilitator...knowledge provider...knowledge creator? Our talented faculty and staff have joined me in exploring these questions over the past year.

Looking Back on Vision 2011: The Path from Good to Great

As I noted above, the planning process we have undertaken has included reflection on where we have been and where we are now. **Vision 2013** builds on the work, lessons learned, and accomplishments the Bay Path community realized through *Vision 2011: Good to Great*. Launched in 2006, the *Vision 2011* strategic plan acknowledged that "the acquisition and applications of knowledge are likely to change at an unprecedented rate, causing seismic shifts in the ways we develop and deliver education... if we are to keep pace and take this College from Good to Great, we must make a shared commitment to invest in human, physical, and technological resources."

In reflecting on the challenge and promise of *Vision 2011*, we assessed the key outcomes of the plan noting that we:

- Consistently ranked in the top tier among Comprehensive Colleges in the North according to the 2003 - 2010 *U.S. News & World Report* "America's Best Colleges" annual surveys, moving up to 27th place in the most recent survey
- Strengthened recruitment and retention of first generation college students which currently make up 65% of our traditional undergraduate population; the efforts of which were recognized and supported through the CIC/Walmart College Success Award
- Received our first National Science Foundation grant providing over \$500,000 in funds to attract and retain minority women in the sciences
- Established new co-curricular opportunities for students including "One America"; the Sajuka Community Development Project, which was selected as one of the top ten programs by the Higher Education Task Force and the US Center for Citizen Diplomacy; and offered travel abroad opportunities for graduate students
- Welcomed new One-Day students to our newest additional instructional location, in Burlington Massachusetts
- Established innovative new career services and strengthened curriculum for One-Day students through the Balfour, Clowes and Barr grants

- Developed and launched a total of six Master of Science degrees in: Nonprofit Management & Philanthropy '06; Strategic Fundraising & Philanthropy '08; Higher Education Administration '08; Special Education '08; Forensics '09; and Developmental Psychology '10 and offered programs and entire degrees online
- Launched the Bay Path College "Education Stimulus Plan"
- Surpassed the 2,100 mark in total enrollment
- Conducted a feasibility study in preparation of developing the Master of Science in Physician Assistant Studies
- Celebrated the 15th anniversary of our renowned *Women's Leadership Conference* drawing an annual audience of 1,000 attendees
- Launched the *Charting New Paths Campaign* with a goal of raising \$15 million in support of access, academics, and achievement for students
- Enhanced our community presence through new programs including "Extreme Makeover: Home Edition" and the Financial Pathways Literacy Series for women underwritten through The Irene E. & George A. Davis Foundation
- Renovated Carr Hall to include state-of-the-art classrooms and science labs
- Completed the campus parking and landscaping plans; renovated the exterior of Deepwood Hall to provide handicapped accessibility and address structural issues and also renovated the 3rd floor
- Made significant enhancements and investments to our technology strategy to increase capabilities and create efficiencies, including: joined growing list of schools that have partnered with Google to provide hosted, comprehensive communications and collaborative tools; deployed first fully distributed wireless network environment for the campus; developed and deployed integrated campus portal system (Bay Path Connect Portal), providing true single-sign-on access to targeted information and electronic resources for all members of the community; successfully migrated all institutional data contained within ERP system to a standards-compliant Microsoft SQL database thereby improving system performance and ensuring data integrity and security; and achieved significant savings in terms of cost and energy through a comprehensive server virtualization and consolidation strategy, the technical infrastructure for which was funded through a grant from the George I. Alden Trust.

The years during which we executed the strategies of *Vision 2011* were, in fact, more turbulent than we had anticipated particularly regarding the economic downturn, the escalation of new and aggressive competition, and the burgeoning role technology would play in higher education. To better understand how these factors were impacting the College, we conducted a series of meetings with faculty, staff, and Trustees. Based on these meetings, *Vision 2011* was "retired" and we embarked on the

development of a new three-year strategic plan – **Vision 2013: A New American Women’s College for the 21st Century.**

Creating **Vision 2013** and Defining Bay Path’s Distinguishing Characteristics

Over the course of the past year, with broad-based participation by the Bay Path community and our Board of Trustees, the goals and strategies of **Vision 2013** were drafted. At the Academic Planning Day held in August 2010, the distinguishing characteristics and experiences that define our unique approach to education were discussed. Based on this, the “Bay Path College Thumbprint,” was created and, subsequently, serves as the very core of **Vision 2013**.

Through the Bay Path College Thumbprint, we envision an educational experience that is:

- Women-focused
- Highly personalized in which each student’s unique strengths, needs, intentions, passions and potential are intentionally and fully leveraged
- Relevant, with a focus on interdisciplinary learning that is readily adaptable to contemporary and emerging issues
- Delivered within a caring environment that encourages social awareness and the confidence and conviction necessary to act upon this awareness for the good of others
- Committed to empowering students to take ownership of their lives and learning by engaging them in transformative, purposeful leadership opportunities
- Based on an abundance of experiential opportunities that foster self discovery and career and life preparation
- Dedicated to providing global, multi-cultural perspectives that promote an understanding about one’s place in the world and enable one to be ready for whatever challenges the future will bring
- Portable through the development of flexible, adaptable skill sets essential for lifelong success

The Future

I truly see **Vision 2013** as a three-year bridge to Bay Path's future. It will move us forward into the next 10 to 15 years of Bay Path's transformation as a College. In simple terms, we will define the soul of the institution and what it means to be an educated person in the 21st century. As we travel this new path, we seek to boldly create A New American Women's College for the 21st Century.

Carol A. Leary
President

Vision 2013

A New American Women's College for the 21st Century

Goals and Strategies

Goal #1: Fully operationalize Bay Path's mission of educating and advancing women.

Strategies:

- A. Transform the undergraduate educational experience by embedding our unique mission and women's focus throughout the curriculum
- B. Establish new and enhanced delivery models (including online; accelerated; five-year; and bachelor to masters) that will better serve our increasingly diverse population and provide greater accessibility to higher education, particularly for underserved women
- C. Leverage the Bay Path "Thumbprint" (the distinguishing characteristics and experiences that define our unique approach to education) and our women's focus throughout all marketing and communication materials
- D. Create new opportunities to integrate Bay Path's mission into the community using the Women's Leadership Conference as an example
- E. Explore and determine feasibility of an international women's institute

Goal #2: Define Bay Path College's role in educating students for the 21st century and, in so doing: 1) develop the educational experiences and academic programs that we can best deliver; 2) identify and recruit the students we can best serve; and 3) guarantee that each student's potential is cultivated through the Bay Path "Thumbprint".

Strategies:

- A. Clarify, confirm and fully leverage throughout the curriculum the core values that shape Bay Path's distinctive learning community
 - Revise core and other curricular elements to more fully integrate the "Thumbprint"
- B. Establish the **Council on Undergraduate Experience (CUE)** as a core, cross-campus group to continue work launched at **Academic Planning Day** with the objective of redesigning the undergraduate experience to more effectively meet the learning needs of today's students and enhance student engagement and learning in and out of the classroom
 - Convene CUE fall 2010
 - Submit recommendations by spring 2011 for fall 2011 introduction
- C. Create new organizational structure within Academic Affairs to better, more intentionally coordinate faculty work and support undergraduate experience redesign
 - Establish faculty-led task force to oversee redesign and propose new model
 - Submit proposal by March, 2011
- D. Deliver courses and majors that are relevant, challenging, and that help students become productive contributors to our increasingly interdependent world.
 - Successfully launch M.S. in Physician Assistant Studies
 - Accreditation visit December, 2011
 - Launch PR plan 1st quarter 2011
 - Market spring 2012 for fall 2012 launch
 - Conduct feasibility study during fy 2011 for launch of first fully online adult degree completion program for women only
 - Audit and enhance honors program components
 - Strengthen writing instruction across all program modalities

- Explore educational models that promote collaborative, experiential, and interdisciplinary opportunities
 - Conduct comprehensive internal and external review of academic programs
- E. Develop and fully leverage optimal enrollment profile to serve as basis for enrollment strategy
- Engage external resources and implement comprehensive, targeted traditional undergraduate enrollment and marketing strategies aimed at achieving optimal profile
 - Focus on key student segments:
 - Honors students
 - Transfer students
 - Hispanic students
 - Adult women (at 3 instructional locations)
 - Graduate students
 - Online students
 - Develop and execute fully integrated traditional and e-marketing plans that result in greatest rate of response for key audiences
- F. Integrate key co-curricular activities as outlined in the Bay Path College “Thumbprint”, the distinctive characteristics of which educate the entire person and build skills for life
- Formalize the Job Shadow program, piloted to great success in 2010
 - Achieve 25% participation among traditional-aged Sophomores by 2013
 - Continue to seek new sites for internships & Co-ops
 - Continue to promote financial literacy for women through Davis grant-funded series of workshops at all three BPC locations and at targeted sites in downtown Springfield
 - Deliver 12 programs/academic year
 - Increase student engagement in community service
 - By Senior year, engage 75% of our students in community service projects (as self-reported on 2013 NSSE)
 - Expand Faculty/Student Research Projects throughout all majors
 - Engage top 10% of students in each major by graduation
 - Seek new opportunities for students to develop greater awareness of and exposure to regional, national, and international issues and experiences

- Establish a culture of wellness on campus and invest in resources that promote life-long health and fitness for women

Goal #3: Strengthen Bay Path College through careful and innovative stewardship of our resources to meet the *Vision 2013* goal of creating the A New American Women's College for the 21st Century.

Strategies:

- A. Strengthen our position as an “employer of choice”
 - Strive to achieve salary and benefit packages for key staff and faculty positions at a minimum of 50 - 75% of comparative data
 - Reinforce commitment to professional development
 - Establish annual plan for training and development that addresses key campus issues
 - Allocate additional resources to advertise faculty and staff positions in publications that will attract more diverse candidates
 - Create an environment that embraces racial diversity and one that invites community members to share their own cultural experiences
 - Develop and implement specific strategies within Academic Affairs to recruit and retain diverse faculty (i.e. grow number of in-house candidates through adjunct pool and graduate assistant program, and attend conferences with a focus on recruiting faculty with diverse backgrounds)
 - Strengthen, diversify and build faculty resources
 - Determine faculty staffing needs according to *Vision 2013* priorities
 - Increase diversity of full-time faculty from 9% to 15%
 - Increase diversity of full-time staff from 3% to 6%
 - Set goal of 80% of full-time faculty having terminal degree
 - Explore alternative faculty staffing models and pay structures for part-time faculty

- B. Create a campus culture that embraces, institutionalizes, and recognizes our commitment to effective teaching and learning pedagogy and practice
 - Establish “Center for Teaching and Learning” as part of Elliott House renovation by fall 2011
 - Implement “Faculty Learning Community” (FLC) model
 - 8 FT faculty per year to participate in FLCs

- C. Proactively engage external resources in support of our mission and to help us achieve our goals
- Recruit Board of Trustees members who possess the backgrounds, talents, and resources we need to advance the College and who reflect the populations we serve
 - Increase diversity of Board to 15%
 - Steward our alumni from all populations to increase their engagement with Bay Path. Objectives:
 - 20% will make annual gifts (across all populations)
 - 30% will be connected to BPC through social media/the online community
 - Conduct 25 activities annually that engage alumni in efforts that support our students (across all populations)
 - Recruit Advisory Council members who will support the 3 key areas of Corporate, Community, and Education Outreach; who will support the College financially; and who are potential Board members
 - Increase diversity of Advisory Council to 15%
 - Reinforce Bay Path as a key resource to the communities we serve
 - Strengthen strategic alliances with partners in the nonprofit community, in keeping with our mission
 - Serve as an educational and cultural resource through programs and engagement of human resources that matter to the community
- D. Invest in facilities and technology that support the goals of **Vision 2013**
- Complete renovation of Elliott House by fall 2011
 - Conduct annual review of facilities master plan to align with strategic initiatives
 - Retool and strengthen CMC and Burlington sites
 - Acquire and implement powerful, relevant and easy-to-use ERP/administrative software which supports informed and data-driven decision making processes and facilitates contemporary business intelligence strategies by fall 2013
 - Renew commitment to providing access to a comprehensive, state-of-the-art learning management system to support online learning for faculty and students as well as integrated support services for distance students; decision to be made on future of learning management system by spring 2011

- Provide state-of-the-art communication networks supporting data, voice and video-conferencing to bridge geographical gaps between instructional locations and online students, including deployment of VOIP (Voice over IP) telephony to new instructional locations campus in FY 2011
- E. Rebuild the technology infrastructure and create a campus-wide culture and commitment to the use of accessible, comprehensive and timely institutional data and business intelligence that will inform and drive decision making and planning activities
- Establish campus-wide assessment task force by May, 2011
 - Establish staffing structure to provide a focal point for College's accountability to stakeholders, accrediting bodies and regulatory agencies through consolidated data collection efforts and analysis of key institutional performance measures
 - Eliminate artificial barriers, both technology and policy-based, to institutional information by providing consolidated, ubiquitous, on-demand reporting tools
 - Enhance the targeted delivery of relevant and timely information to students, faculty, staff and administrators by leveraging existing intranet and campus portal solutions
 - Institutionalize a pervasive culture within Academic Affairs that embraces review and renewal through careful planning, comprehensive assessment and change

Goal #4: Secure and grow the financial strength of the College by increasing key revenue sources and exploring new sources, and by strategically investing in priority initiatives and carefully managing expenditures.

Strategies:

- A. Consistent with available infrastructure and capacity of College, achieve enrollment and retention targets that will financially sustain College operations and provide a critical mass for enhanced student experiences and resources
- Enrollment targets by 2013:
 - Traditional: 620
 - One-Day
 - Longmeadow: 700
 - CMC: 250
 - Burlington: 275

- Graduate (including online): 725
 - Retention targets:
 - Traditional (same cohort)
 - 95% from 1st to 2nd semester
 - 77% from 1st to 2nd year
 - 70% from 2nd to 3rd year
 - 67% from 3rd to 4th year
 - Graduation rate targets:
 - Traditional: 6-year completion rate of 62%
 - One-Day: 3-year completion rate of 85%
 - Graduate: 3-year completion rate of 90%

- B. Grow endowment to \$30 million, including strategy to move short -term reserve funds into corpus of endowment, by June 30, 2013

- C. Execute financial aid strategy that will maintain discount rate for Traditional Students in a range of 50 - 55% and overall institutional aid at 30%

- D. Achieve fundraising targets in support of key priorities of the College
 - Complete Charting New Paths Campaign by June 30, 2011
 - Cash & pledges at \$6 million
 - Planned gifts at \$9 million
 - Execute “mini-campaigns” in support of Elliott House and launch of PA program with goal of raising \$250,000 for each initiative
 - Increase annual contributions to The Carpe Diem fund
 - Goal of \$500,000 by June 30, 2013
 - Procure grant funding in support of key initiatives
 - \$1.25 million in total by June 30, 2013
 - Increase planned giving commitments
 - \$1.0 million in total by June 30, 2013
 - Increase total new gifts (cash & pledges) per year
 - Goal of \$1.25 million by June 30, 2013

- E. Establish new revenue streams
 - Explore strategic partnerships with other institutions/organizations
 - Engage enterprise consultant to evaluate potential opportunities