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<th>Dynamic Learning Environment</th>
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<td><strong>Strategic Goal</strong></td>
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<td>MassBay will foster a learner-centered environment that encourages innovation, incorporates current technology, reflects best practices, and provides professional development for the College community.</td>
<td>MassBay will establish rigorous curricula, relevant programs of study, and unified support services that promote retention, certificate/degree completion, transfer, and employment.</td>
<td>MassBay will promote clear educational and career pathways for students through strengthened partnerships with business and industry, community agencies, schools, and colleges and universities.</td>
<td>MassBay will cultivate an environment of civility, collaboration, inclusion, and respect for individual differences and perspectives.</td>
<td>MassBay will develop college policies, processes and practices that align with strategic initiatives, integrate technological advancements, and produce data-driven analyses and decisions.</td>
<td>MassBay will develop strategic approaches that contribute to financial growth and fiscal stability, enabling college-wide improvements and promoting investment from external sources.</td>
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**Key Strategies**:  
- Facilitate active learning through universal design, teaching with technology, and integration of civic and social engagement.  
- Increase online programs and services.  
- Develop best practices resources in all components.  
- Invest in and expand professional development opportunities to incorporate best practices.  
- Reinforce students’ academic achievements and life accomplishments through Foundation-sponsored scholarship recognition.  

**Key Strategies**:  
- Align programmatic development with growth employment sectors.  
- Solidify the pipeline from high school through MassBay to the baccalaureate.  
- Simplify processes for partnership development with business and industry.  
- Systematically assess and respond to the needs of potential and existing partners.  
- Increase opportunities for internships and coops.  
- Establish a means of sustaining the dialogue with long-term and new partners.  
- Facilitate partnerships through Foundation efforts with local and state government, business and industry, school systems, and communities.  

**Key Strategies**:  
- Administer institutional climate survey to establish benchmarks for improvement.  
- Create a collegewide strategy to promote civility, collaboration, inclusion, and respect.  
- Establish a mechanism to enable all members of the College community to be heard.  
- Incorporate student success stories that promote the College in publications, marketing, and promotional materials in the popular media.  
- Provide a community perspective through Foundation participation in College deliberations.  

**Key Strategies**:  
- Conduct a business process review to facilitate coordination among components and improve services.  
- Fully deploy technological infrastructure to support strategic initiatives and promote efficiencies.  
- Improve alignment between institutional and state data systems.  
- Establish a data warehouse and consistent reporting systems that inform decision-making.  
- Strengthen and institutionalize operations in recruitment, admissions, and marketing.  

**Key Strategies**:  
- Increase resources through aggressive grant development.  
- Develop strategies to grow enrollment and decrease student costs.  
- Expand the role of trustees, foundation, and alumni boards in development efforts.  
- Promote substantive engagement with community partners.  
- Invest in facilities, technology, and transportation services to deliver a 21st-century learning environment.  
- Advance friend-raising, endowment growth and scholarship awards reflecting the diversity of the students and the capital equipment needs of the College with the Foundation as a core partner.  

**Strategic Outcome**  
By 2017, MassBay will have a comprehensive system that promotes innovation, produces discipline currency, and facilitates agile responses to change.  

**Strategic Outcome**  
By 2017, MassBay will have an integrated academic and student success plan that increases retention, completion, graduation, transfer, and employment  

**Strategic Outcome**  
By 2017, MassBay will have a consolidated protocol for strengthening partnerships resulting in increased learning opportunities, co-ops, internships, and career pathways for students.  

**Strategic Outcome**  
By 2017, MassBay will have a framework for continuous assessment and improvement of institutional climate, promoting collegiality, civility, and esprit de corps.  

**Strategic Outcome**  
By 2017, MassBay will have a streamlined system of policies, procedures, and practices that assures institutional effectiveness across the College.  

**Strategic Outcome**  
By 2017, MassBay will have increased revenue from a variety of sources that contribute to fiscal stability and institutional advancement.