

MASSBAY COMMUNITY COLLEGE
STRATEGIC PLAN 2012-2017: INVESTING IN THE FUTURE
Strategic Directions, Goals, Strategies , and Outcomes

Dynamic Learning Environment	Focused Student Success	Expanded Partnerships	Collaborative College Community	Improved Systems	Financial Strength
<p><u>Strategic Goal</u> MassBay will foster a learner-centered environment that encourages innovation, incorporates current technology, reflects best practices, and provides professional development for the College community.</p>	<p><u>Strategic Goal</u> MassBay will establish rigorous curricula, relevant programs of study, and unified support services that promote retention, certificate/ degree completion, transfer, and employment.</p>	<p><u>Strategic Goal</u> MassBay will promote clear educational and career pathways for students through strengthened partnerships with business and industry, community agencies, schools, and colleges and universities.</p>	<p><u>Strategic Goal</u> Mass Bay will cultivate an environment of civility, collaboration, inclusion, and respect for individual differences and perspectives.</p>	<p><u>Strategic Goal</u> MassBay will develop college policies, processes and practices that align with strategic initiatives, integrate technological advancements, and produce data-driven analyses and decisions.</p>	<p><u>Strategic Goal</u> MassBay will develop strategic approaches that contribute to financial growth and fiscal stability, enabling college-wide improvements and promoting investment from external sources.</p>
<p><u>Key Strategies.</u></p> <ul style="list-style-type: none"> • 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. 	<p><u>Key Strategies</u></p> <ul style="list-style-type: none"> • Infuse curricula with 21st century workplace and life skills. • Assess the general education core to assure quality and relevancy. • Improve access and diversity through flexible programming and targeted recruitment. • Increase satisfaction through improved customer service and communications. • Map the pathway to success from admission to goal attainment. • Expand stackable credential options. 	<p><u>Key Strategies</u></p> <ul style="list-style-type: none"> • 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 co-ops. • 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. 	<p><u>Key Strategies</u></p> <ul style="list-style-type: none"> • 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. 	<p><u>Key Strategies</u></p> <ul style="list-style-type: none"> • 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. 	<p><u>Key Strategies</u></p> <ul style="list-style-type: none"> • 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.
<p><u>Strategic Outcome</u> By 2017, MassBay will have a comprehensive system that promotes innovation, produces discipline currency, and facilitates agile responses to change.</p>	<p><u>Strategic Outcome</u> By 2017, MassBay will have an integrated academic and student success plan that increases retention, completion, graduation, transfer, and employment</p>	<p><u>Strategic Outcome</u> By 2017, MassBay will have a consolidated protocol for strengthening partnerships resulting in increased learning opportunities, co-ops, internships, and career pathways for students.</p>	<p><u>Strategic Outcome</u> By 2017, MassBay will have a framework for continuous assessment and improvement of institutional climate, promoting collegiality, civility, and esprit de corps.</p>	<p><u>Strategic Outcome</u> By 2017, MassBay will have a streamlined system of policies, procedures, and practices that assures institutional effectiveness across the College.</p>	<p><u>Strategic Outcome</u> By 2017, MassBay will have increased revenue from a variety of sources that contribute to fiscal stability and institutional advancement.</p>