



Bay College

Strategic Agenda



January 2014

A Message from The President

Bay de Noc Community College will be celebrating its 50th anniversary in 2012. Bay College started out like most community colleges in an old building (the old high school) and in rented space around town. We started with a little over 200 students and grew quickly. In 1968, the community increased our charter millage to 2.5 mills, allowing us to move in 1969 to the current campus location with an enrollment of approximately 700 students. We have continued to grow ever since and, in 2010, we have over 2,800 students. Bay College became known early on as a college that provided cutting edge, quality programming and has come to be considered a leader in Continuous Quality Improvement initiatives.

In the early 1990s, the college envisioned partnerships with four-year institutions that would allow local residents to complete baccalaureate degrees at the Escanaba campus. Voters approved a 1.0 mill proposal that allowed us to build the Joseph L. Heirman University Center in 1995, providing the foundation for a robust partnership with LSSU, who now provides 13 baccalaureate degrees through this center.



President Laura Coleman, Ph.D.

In the late 1990s, the college envisioned a campus in Dickinson County. A generous donation from Dr. Theodore and Eleanor Fornetti made land available and a millage was passed in 2005, allowing us to open the Bay College West campus in 2007. Enrollment has doubled in three years.



Bay College West Campus

Also in the late 1990s, the college envisioned an arts center in Escanaba. Through a generous donation from John and Melissa Besse, a state-of-the-art theater and arts center was opened in 2008. The Besse Center has quickly become a center of activity for the college and the community. The social and economic benefits of Bay College in Delta and Dickinson counties have helped ensure the availability of a trained workforce and have provided a cultural center for the region.

As an *Achieving the Dream* initiative participant, Bay College has launched several targeted programs that are improving student success. Bay College has also developed significant partnerships with the K-12 community, welcoming Bay Middle College to the Escanaba campus in 2010 and partnering with adult basic education providers and MiWorks! to shepherd adult basic education students through their GED preparation, into college course work, and finally, into jobs. This bold work has been accomplished through strong partnerships, an extremely supportive Board of Trustees, the strong work ethic of Bay College employees, and an absolutely unwavering commitment to changing lives and transforming our communities.

Every member of the Board of Trustees, administration, faculty, and staff are wholly committed to our #1 priority — the success of our students.

The strategic agenda planning process for Bay College builds on our established foundation of commitment to continuous quality improvement and student success. All employees had an opportunity to participate in this process, along with board members and members of the community. This agenda will guide us from 2010 through 2015. It is our commitment to the people of Delta and Dickinson counties, as well as the surrounding counties, that we will continue our efforts to improve the quality of their lives.



Bay College Escanaba Campus

I sincerely appreciate your commitment to the development and excellence of Bay College.

With warm regards,

A handwritten signature in cursive script that reads "Laura Coleman".

Who We Are

Purpose Statement

“The purpose of Bay College is to provide quality learning opportunities that enable our students to succeed and our communities to thrive.”

Vision Statement

“The vision of Bay College is to be a leader in lifelong learning that empowers students and engages communities.”

Mission Statement

“Bay College is a community of higher learning that promotes student and regional success.”



Our values

Student Focus

At Bay College, student success is our primary aim. All of our employees have a role to play in making our institution a place where this can happen. We strive to deliver safe, accessible, equitable, and quality learning opportunities.

Quality Commitment

In order to be a leader in education, we must be committed to continuous quality improvement. We must be fully engaged in our efforts and must be constantly learning and improving ourselves.

Collective Accountability

Everyone at Bay College has a role to play in achieving our goals. We must operate as a team, not as a collection of individuals, and are therefore collectively accountable for our results.

Collegial Relationships

We are the Bay Family! Bay College must have a team atmosphere that promotes the alignment of our efforts, while still respecting individuality.

Community Engagement

Bay College is part of our community's development. In order to perform this task most effectively, we must partner with external institutions to develop relationships of reciprocal value.

College Vitality

Stepping onto a Bay College campus should be an invigorating experience. Through our promotion of the arts and culture, the aesthetics of our campus grounds and facilities, and the personable attitudes of our faculty and staff, we promise to make the Bay College environment a positive one.

Data Informed

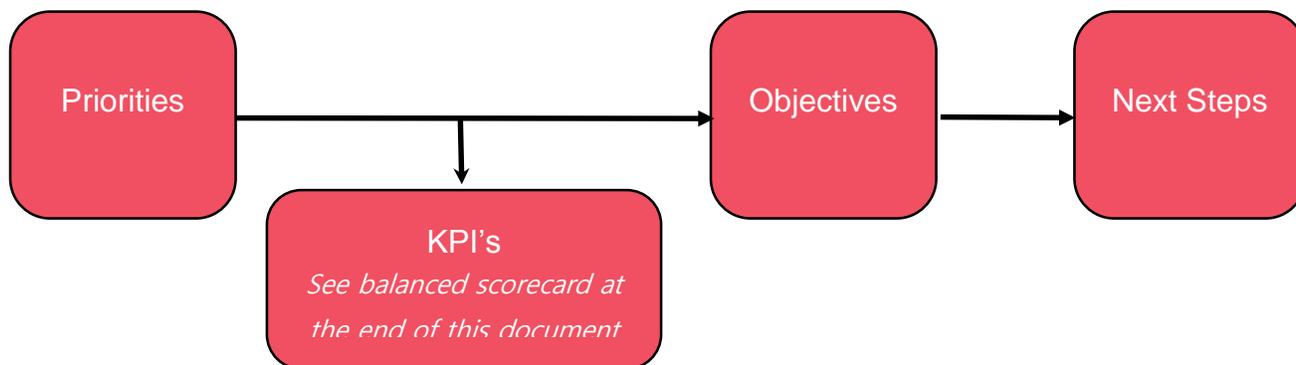
The decisions we make as community and educational leaders should not be taken lightly. The use of verifiable evidence ensures that these decisions are well informed and that our successes are measurable.

Diversity

Bay College appreciates the multiple perspectives, opinions, and experiences of all individuals who interact with the college. Diversity strengthens our institution in a variety of ways, making us more than the sum of our parts.

The Elements of Our Agenda

The Bay College strategic agenda is composed of four primary elements: priorities, key performance indicators (KPI's), objectives, and next steps. These elements interact in a hierarchical fashion, with *priorities* representing the top-level, broadest category and *next steps* representing the most granular, bottom-level category. Key performance indicators are used to measure our progress towards accomplishing our priorities and therefore also help to inform the specific steps that will be taken towards reaching those aims.



Over the course of the strategic agenda development process, the broad scope of Bay College's purpose and mission was distilled into three overarching institutional priorities. These priorities represent the most important aspects of Bay College's role. They are the guiding influence that directs the development of the remainder of the agenda.

Student Success

The success of our students is our number one priority.

KPI – VFA 6-Year Completion Rate

Percentage of students in a cohort who have either graduated with an Associates degree or certificate and/or transferred to another institution.

Community Success

Bay College plays a strong role in the development of our communities, both through the education of students and through the cultural and social benefits we provide.

KPI – Community Success Index

The Community Success Index is comprised of 6 measured values that are added together and indicate Bay's role in the community.

Culture of Success

Only through the development of an effective internal culture will our other efforts be successful. Providing the conditions and resources for employee engagement is of extreme importance.

KPI – Employee Satisfaction

The average of all feedback from our annual employee satisfaction survey.

From these three priorities, a set of five objectives was developed. Each of these organizational objectives is further divided into next steps. The rest of this document presents these elements with the understanding that, as Bay College continues to grow and develop, so too will the objectives, KPIs, and next steps of our strategic agenda.

Objective 1

Advance the Quality of Academics

Priority Area: Student Success

Next Steps:

- 1. Enhance program review and development practices*
- 2. Improve online instruction and access to resources*
- 3. Assess learning outcomes in all disciplines and programs*



Objective 2

Optimize the Transition into, through, and beyond College

Priority Area: Student Success

Next Steps:

- 1. Improve efficacy of advising*
- 2. Develop a unified academic support services team*
- 3. Develop systems to facilitate dual-enrollment and credential completion*



Objective 3

Connect with External Stakeholders

Priority Area: Community Success

Next Steps:

- 1. Expand customized trainings, continuing education, professional licensure, and other non-credit offerings*
- 2. Further develop K-20 and business partnerships*
- 3. Partner with external stakeholders to develop sustainability initiatives*



Objective 4

Enhance Resource Capacity



Priority Area: Culture of Success

Next Steps:

- 1. Optimize college processes*
- 2. Increase revenue and funding sources*
- 3. Reaffirm community commitment through renewal of the millage*

Objective 5

Secure Employee Engagement

Priority Area: Culture of Success

Next Steps:

- 1. Enhance our educational environment by providing faculty, staff, student, and community access to professional development and personal enrichment*
- 2. Improve the employee on-boarding process*
- 3. Revise the employee evaluation process and annual goal-setting procedures*



Rounding out the Agenda

Each of the preceding objectives is a comprised next step that will be used to guide institutional activities and align with strategic priorities. Simply declaring these items does not, however, provide the level of detail needed to ensure their success.

All key performance indicators will be clearly defined via a KPI Definition Sheet and will be listed and tracked as part of a Bay College balanced scorecard. Furthermore, the detailed elements of each next step, including timelines, required resources, and clearly defined intended outcomes, will be described within a Strategic Agenda Framing Document.

Thank You!

This strategic agenda is the result of a tremendous team effort involving over 100 individuals. In addition to Bay College faculty and staff, valuable contributions were received from board members, community members, and our partners at Dewar Sloan. We would like to thank every one of these participants for their valuable dedication to this process. Together, we will achieve our objectives and make coming years a tremendous success.



Bay de Noc Community College Dashboard

Priority	Key Performance Indicator	Current Data	2013-14 Target	NCCBP Rank***	5-Year Trend	Target Range	Normal Range	Action Required
Student Success	VFA 6-Year Completion Rate*	65%	67%	80%		>=65%	50 - 64%	< 50%
Community Success	Community Success Index	94	TBD		N/A	>=100	85-99	<85
Culture of Success	Employee Satisfaction**	3.8	4.2			>=4.0	3.8 - 3.9	< 3.8

* 2007 Cohort (most recent data)

** 2013 Data (most recent data)

*** Approximate Benchmark Data (based on similar measures)



KPI Definitions:

Completion Rate: % of Students in a cohort who have either graduated with an associates or certificate and/or transferred to another institution

Community Success Index: A calculated value based on targetted community-based outcomes from many different aspects of the college

Employee Satisfaction: The average of all scores on the annual employee satisfaction survey

Bay de Noc Community College Dashboard

Priority	Leading Indicator (Secondary Level Indicator)	Current Data	2013-14 Target	NCCBP Rank**	5-Year (or 3) Trend	Target Range	Normal Range	Action Required
Student Success	IPEDS Completion Rate*	37.8%	40%	42%		>=45%	30-44%	<30%
	Fall to Fall Persistence	47.7%	50%	92%		>=50%	47-49%	<47%
	Fall to Winter Persistence	77.0%	80%	90%		>=76%	74-75%	<74%
	Retention (completed the course)	93.1%	93%	68%		>=92%	90-91%	<90%
	Pass Rate ('c' or better)	76.6%	79%	79%		>=80%	76-79%	<76%

*2010 IPEDS Cohort - 150% Grad Rate (graduated within 150% of expected time)

** Approximate Benchmark Data (based on similar measures)

Community Success	# of Companies Served (MTEC)	76	80		N/A	>=80	70-80	<70
	# of Non-Credit Students (Duplicated)	2151	2300	42%		>=2350	1950-2349	<1950
	Customer Satisfaction (MTEC)	N/A			N/A	N/A	N/A	N/A
	Community Satisfaction	N/A			N/A	N/A	N/A	N/A
	High School Presence (Penetration Rate + Dual Enrollment)	9.4%	10.0%			>=10%	9.0-10.0	<9.0
	Customer satisfaction (facilities usage)	85%	90%		N/A	>=90%	80-90%	<80%

Culture of Success	My Position	3.8	4.1			>=4.1	3.9-4.1	<3.9
	Immediate Supervisor	4.1	4.3			>=4.3	4.1-4.3	<4.1
	Presidential Leadership	3.6	4.0			>=4.1	3.7-4.1	<3.7
	Senior Leadership	3.4	3.8			>=4.0	3.6-4.0	<3.6
	Board of Trustees	3.8	4.1			>=4.3	3.9-4.3	<3.9
	Colleagues	3.8	4.1			>=4.0	3.8-4.0	<3.8
	College	3.8	4.1			>=4.1	3.9-4.1	<3.9
	Working Conditions	3.9	4.2			>=4.1	3.9-4.1	<3.9
	Benefits	4.0	4.3			>=4.2	4.0-4.2	<4.0
	College Employee Practices	3.3	3.7			>=3.7	3.5-3.7	<3.5
	College Communication	3.7	4.0			>=3.8	3.6-3.8	<3.6

Target Range
 Normal Range
 Action Required



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