



BAU International University

Strategic Plan

2017 - 2022

March 21, 2017

Updated November 2021

During the November 2021 planning session, the current (2017-2022) plan was reviewed in an effort to close out the plan and determine if any outstanding goals were still relevant for the new. As expected, much had been accomplished, such as launching new programs, developing first-year experiences, and developing Registrar, Admissions, Bursar, and HR offices crucial to a growing university. Some action items were deemed too lofty at this time, such as providing parking for students. Through this effort, a common theme was discovered. That discovery was that, while BAU is prolific in data through surveys, the University has not been consistent in analyzing the data for continuous improvement. Even so, while not all action items were completed, BAU accomplished 81% of the objectives of the goals, as seen in the table below, which equates mission fulfillment.

Goal	Result
Advance academic excellence and opportunity	100%
Ensure a strong university infrastructure	88%
Improve student enrollment and retention	100%
Improve student placement rates	60%
Ensure BAU's financial future	100%
Commitment to our global vision	50%
Reaffirm our commitment to diversity	71%

BAU International University: Our Vision for a Strategic Plan

BAU International University, founded in 2014, is a young university with big goals. Currently offering an MBA program with three concentrations for 90 students, our aim is to expand as a cornerstone of higher education in the Washington, D.C. area. This strategic plan outlines the next five years of that long-term goal (from 2017 to 2022). In the next five years, we hope to maintain and improve our MBA program. Being that we are planning to develop the following goals of our university: introduce a BA program and Master of Science in Cybersecurity; increase our enrollment and graduation rates; establish financial security to support our services to our students and employees; and acquire and maintain the physical resources to support our growth into a major regional university. There is much work to be done. However, our vision for the future is ambitious because we strongly believe in BAU's potential to provide students with an outstanding education and college experience, introduce our students to global opportunities and challenges around them, and prepare them for successful careers after graduation.

As a member of BAU Global, a worldwide educational consortium founded in Istanbul, BAU International University is uniquely poised for growth in Washington, D.C. and as a leading force in worldwide education. In addition to providing rigorous higher education curricula at campuses worldwide, BAU Global aims to nurture students who are devoted to learning, committed to promoting respect for the rights of others, considerate and appreciative of human differences, and dedicated to the free expression of constructive ideas. BAU International shares these aims. The university plans create a truly global university experience by harmonizing our curricula with those at our sister universities in Berlin and Istanbul, so that students may take advantage of study abroad opportunities and faculty may participate in academic exchanges.

In addition to creating innovative curricula with global relevance, BAU International strives to expand student enrollment and student diversity in order to maintain growth over the next five years and beyond. Our current students are diverse. They hail from countries across the Middle East, Asia, Africa, and the United States, and our affordable tuition costs and scholarship opportunities attract students from across the economic spectrum. With plans to launch two new degree programs, BAU plans to expand enrollment through new marketing strategies. In anticipation of increasing student enrollment, this Strategic Plan also outlines other initiatives to accommodate our growing student body: enhanced student and career services, enrollment and diversity initiatives, plans to expand our physical space and administrative infrastructure, and a financial plan to ensure our future as a successful, self-sustaining institution of higher education.

University Mission

BAU International University provides students in the Washington, D.C. area a high-quality educational experience through a variety of career-oriented academic programs that stimulate intellectual curiosity, critical thinking, and creativity. These skills, which are urgently needed in the global community, allow our students to graduate as highly desirable and universally employable individuals. Through its curriculum taught by outstanding scholar-practitioners, BAU systematically encourages students to develop a deep knowledge base, efficient study skills, technical know-how, and the personal motivation necessary for competent scholarship.

Core Values

BAU International University aspires to provide education and scholarship of the highest quality, to advance the frontiers of knowledge and to prepare individuals for life, work, and leadership. As BAU community members, some of us make our contributions by engaging directly in teaching, learning, and research, others by supporting and enabling those core activities in essential ways. Whatever our individual roles are, and wherever we work within BAU International University, we owe it to one another to uphold certain core community values.

At BAU, we have four main core values: Respect, Academic Achievement, Diversity, and Integrity, values which befit a globally-oriented institution of higher education. We expect members of the BAU community to treat one another with respect; to strive for high academic achievements; to express diverse ideas and reflect diverse backgrounds; and to approach their personal and academic lives with integrity.

The more we embrace these values in our daily lives, the more we create and sustain an environment of trust, cooperation, lively inquiry, and mutual understanding, the better we can advance our commitment to education, which all of us share.

Strategic Plan Overview

At BAU, we have identified **seven goals** for the 2017-2022 Strategic Plan, in addition to our university goals. These are as follows:

<p>1. Advance academic excellence and opportunity through the maintenance and introduction of degree programs and the expansion of academic services, notably the introduction of our BA program and MSc in Cybersecurity. Hire outstanding faculty and periodically review curricula through input from the governing board, industry advisory boards, academic partners, and graduates.</p>	<p>Results</p> <p>We received the following program approvals in Fall 2017:</p> <p>Undergraduate: BA in Accounting BA in Business Administration and Management BS in Data Science BS in Information Technology</p> <p>Graduate: Master of Science in Cybersecurity Master of Science in Big Data Analytics</p> <p>We hired faculty members with industry experience and academic credentials to teach in these programs.</p> <p>The student satisfaction survey results showed high satisfaction for the quality of instructors, their expertise, and attention to students.</p> <p>We started Program Oversight Committees to review our programs and curricula. The committees involve a current student representative, at least one alum, industry representatives, and faculty members. The committees gather at least once a year, preferably in May or June.</p>
<p>2. Ensure a strong university infrastructure through the development of university administration and by expanding available physical space for classrooms, staff, and student activities.</p>	<p>Results</p> <p>We established the university on the 4th floor of the campus in 2014. In 2017, we expanded by adding the 1st, 2nd, and 3rd floors for additional classrooms, library, computer lab, Cybersecurity lab, and a student union. In 2020, we added the 7th and the 8th floors and are in the process of identifying utilization of the space.</p>

	<p>Number of administrative staff also increased in proportion of the number of new programs and students.</p>
<p>3. Improve student enrollment and retention by developing a stronger overall student experience, from orientation to career services through graduation, and develop our marketing strategies.</p>	<p>Results</p> <p>We started a Student Services Office in 2018. Student Services is responsible for developing comprehensive student and faculty orientation programs to include hands-on training on OIS and ItsLearning; career services activities, counseling activities, and student clubs/activities. We hired a Director for Student Services, a career and student counselor, and an activities coordinator. We started to administer regular student satisfaction surveys.</p> <p>To improve student retention, in 2019, we started to offer tutoring on academic writing, English, and algebra. We also started peer tutors the same year. The school counselor announces the schedule at the beginning of each semester and posts the schedule to the website and bulletin boards.</p> <p>We started partnerships with companies that offer internship/job placement services in 2019 and 2020 to support our career services (ICAWay Career Coaching, Handshake, AfterCollege).</p> <p>We developed marketing plans and put them into action. The marketing plans included both domestic and international efforts: attending student fairs, agency fairs, presenting at area high schools, establishing new agency partnerships, using digital marketing tools, etc.</p> <p>In 2020, we started to use a new tool (Salesforce) to manage leads and applications more effectively. In the same year, we started to engage more digital marketing with SEO services.</p>
<p>4. Improve student placement rates by developing our Career Center, by establishing relationships with local businesses and organizations, and by evaluation employer satisfaction surveys.</p>	<p>In addition to the career services described in Item 3, we collect data regularly: administering student and graduate surveys, tracking graduates and collecting their data (where they work, their titles, the skills they use, etc.), we also started to implement employer</p>

	satisfaction surveys. We hired a career counselor who offers career readiness workshops on a schedule published to the website and bulletin boards each semester.
5. Ensure BAU’s financial future through the development of an appropriate financial plan; maintain and review scholarship opportunities for students.	<p>We created a new budgeting process tied to the strategic plan. Directors and chief officers develop budgets with departments and submit to the CFO in February, which is then discussed in March with the CFO and President. The President makes final approvals and presents the budget to the Board in May for approval.</p> <p>We created several scholarship programs like Global Scholarship Exam, Debt-Free DC, Huseyin Yucel Scholarship, etc. these are described in detail on our webpage and in the Academic Catalog.</p>
6. Commitment to our global vision by introducing a Study Abroad office, harmonizing our curricula with our sister universities abroad, and expanding academic exchange through BAU Global.	<p>We initiated these efforts, however, we had to pause them during Covid.</p> <p>We have recently started new talks with a university in France, Vietnam, and Mongolia.</p>
7. Reaffirm our commitment to diversity through recruitment, hiring efforts, intercultural exchange, disability services, and assisting all students in reaching their academic and career goals.	We do our marketing globally to increase the number of students from different parts of the world. We have a diverse body of students, faculty, and administrative staff as indicated on the website. We organize awareness raising seminars on social issues like LGBTQ, Black Lives Matter. We celebrate important dates for different cultures like Chinese New Year, Halloween, Thanksgiving, Hispanic History Month, Black History Month, etc.

Goal 1: Advance academic excellence and opportunity

BAU International University plans on making major changes to its academic program offerings over the next five years. With the proposed launch of an undergraduate program in Fall 2017, and the launch of an MSc in Cybersecurity in Fall 2018, BAU expects to prepare for increased faculty hiring, curriculum review, and academic support needs for increasing numbers of students.

In addition to providing support within the classroom, BAU’s vision of academic excellence includes providing students with necessary academic support outside of the classroom. As such, BAU hopes to increase peer tutoring resources, reference and research desk help, and ensure that all students reach digital literacy in order to excel at school and during their future careers.

Objectives: Academic Programs

i. Launch a four-year BA program that draws on the American Liberal Arts tradition while providing curricula in Business & Management, Economics & Finance, Accounting, and Politics & International Affairs that are on par with similar private, urban universities and that prepare students for careers in their respective fields.	Done
ii. Develop a First Year Experience program to orient undergraduate students to BAU and prepare them for the university experience.	Done
iii. Launch a two-year MSc program in Cybersecurity with a curriculum that is on par with other private, urban universities and that adequately prepares students for careers in cyber security.	Done
iv. Guarantee a quality learning experience by employing highly-qualified faculty members who are committed to excellence in teaching and research at the graduate and undergraduate levels.	Done and continue to do
v. Ensure relevant curricula of BA, MBA, and MSc programs through the input of governing board, industry advisory boards, academic partners, and graduates.	Done (POCs)
vi. Annually reviewing Student Learning Outcomes to facilitate constant academic improvement.	Done and continue to do regularly
vii. Conducting annual reviews of our programs to meet the needs of the changing worlds of business, cyber security, international affairs, and related fields.	Done
viii. Continue our university’s commitment to academic freedom by encouraging independent and critical research projects	Done

Objectives: Academic Support

i Develop a writing center to provide support for students who need advice on their writing abilities and professional English language skills more generally. Hire writing center staff, including graduate students and undergraduate upperclassmen, to ensure accessible hours of operation.	Done
ii Develop peer-tutoring resources for each academic program. All departments at the undergraduate level should establish peer-tutoring programs.	Done
iii Improve digital literacy and web education for all BAU International University students. Integrate digital and web education into the BAU curriculum by developing mandatory library sessions during orientation, creating class visits to the library at the beginning of the semester or prior to major research projects, and by establishing a digital help desk on campus.	Done (Librarian conducts such workshops for faculty and students at the beginning of each semester. Faculty are required to give one digital literacy assignment)
iv Establish a reference desk at the library to assist students with research and other academic inquiries.	Done. Hired a full time librarian.
v Continue to develop and monitor our Learning Management System (Schoology.com) to promote out-of-class discussion and student access to educational resources, and to monitor student attendance and academic performance.	We switched to ItsLearning.

Goal 2: Ensure a strong university infrastructure

BAU needs to develop its infrastructure to ensure its growth as an up-and-coming university in Washington, D.C., and to ensure its sustainability in the long-term. The university's infrastructure encompasses two major areas: physical space and administration. The current university campus, located at 1510 H St NW in Washington, D.C. consists of four floors of a modern office building, with seventeen classrooms. We share a majority of these classrooms with Mentora College, BAU's affiliated English language school. At present, these classrooms are adequate for our MBA program and for a single class year of undergraduate students. As such, BAU is poised to run out of classroom space for the 2018 – 2019 academic year, if it successfully recruits students and launches its MSc program in Cybersecurity. In addition, the university needs to improve its library space and casual student spaces.

Furthermore, anticipated growth in academic programs and student enrollment indicates a need for the development of the university administration. Presently the BAU has twelve

administrative staff members. Its departments include the Office of Institutional Research and Effectiveness, Student Services, Career Services, Accounting, Human Resources, the Registrar’s Office, Marketing, and Admissions. It does not currently have an independent Bursar’s Office, and multiple staff members work for multiple offices. As such, in the long-term BAU must hire additional administrative staff to properly support a growing institution of higher education.

Objectives: Physical Space

i	Search for and acquire additional classroom space within the District of Columbia by the Fall of 2018. Ensure ADA compliance for all aspects of campus.	Done
ii	Establish a Student Center to provide a casual space for students to socialize, organize events and meetings, study, and eat.	Done (Student Union on the 3 rd floor)
iii	Introduce additional book space to our Library to ensure a greater physical catalog of relevant academic and non-academic texts, space for reference desk, and student study rooms.	Done (Physical library area with work space and digital library area on the 2 nd floor)
iv	Provide parking for students, either through the construction of a parking lot or through a partnership with local parking garages.	Due to limited capacity on campus, we started to talk with private parking places around the campus. However, we paused such efforts due to Covid in 2020 March. We haven’t received any requests from students since the start of the on-campus classes after Covid.

Objectives: Administrative

i.	Develop the Registrar’s Office and Admissions Offices to recruit and manage increasing number of student applicants and current students. Hire additional qualified staff members as needed.	Done Hired a registrar and additional admissions officers.
ii.	Establish and develop a separate Bursar’s Office to manage student payments for three academic programs. Hire qualified staff as needed.	Done. Hired a bursar.
iii.	Develop the Human Resource’s department to handle onboarding of staff members, staff files, and address all HR issues at the university. Hire qualified staff as needed.	Done. Hired an HR Director.
iiii.	Create relevant administrative positions for each of our academic programs: the BA program, MBA	Done. Created Program Chairs, Dean of Institutional

program, and MSc program. These include a Provost, Dean of Undergraduate Studies, and Dean of Students.	Effectiveness, Director of Student Services positions.
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Goal 3: Increase student enrollment and maintain high retention

To support continued growth in our academic programs and overall success as a university, it is imperative to increase student enrollment and to maintain our high retention rate as a university. This process involves launching new marketing programs, simplifying the process of application for admission to BAU, and continuing to welcome students to our community. Our retention rate is already high: BAU’s 2014-15 retention rate was 90%, and its 2015-16 retention rate was 97%.

Objectives:

i. Target students through marketing programs, including: reaching out to IEPs and forming pathway agreements, working with D.C. Public Schools to promote our new BA program, and continuing to advertise our generous scholarship opportunities and low tuition.	Done. Got approval from Department of Veterans, received approval for dual enrollment program from OSSE Public Schools.
ii. Conduct student satisfaction surveys to understand and assess student concerns and needs. Through these assessments, the BAU administration can maintain and even improve retention rates.	Done. Regular surveys each semester, regular “breakfast with the President” sessions.

Goal 4: Improve student placement rates

As a university, BAU’s ultimate goal is to successfully place graduates in jobs related to their career goals. BAU’s only graduating class (2015) so far has a placement rate of 65%. By contrast, the average D.C. university placement rate is 75%. Improving BAU’s Office of Career Services is thus a main goal for this Strategic Plan.

Objectives: Career Services

i. Develop the Office of Career Services to better assist students as they search for internships and jobs both during their studies and as alumni.	Done
ii. Continue to host events and workshops to help students improve basic job application skills, such as interviewing, writing cover letters and resumes, and networking.	Done (on-campus career fairs, career workshops on resume writing, job interviews, etc.)

iii. Develop relationships with employers in the D.C. area to provide career connections for current students and alumni.	Started conversations but halted during Covid.
iv. Develop alumni career networks to connect current BAU students with successful graduates.	In progress
v. Conduct surveys to assess employers' satisfaction with their BAU alumni employees. Address employer concerns by making changes to the Office of Career Services.	Done. We send employer satisfaction surveys annually.

Goal 5: Ensure BAU's financial future

As a young university with big goals, BAU International University must set forth a cautious and robust financial plan to ensure its future as a self-sustaining institution. Creating an appropriate budget and assessing appropriate allocation of financial resources is critical to our institution's health.

Objectives:

i. Develop a budget and financial plan to generate sufficient revenue to sustain the institution and to improve it over time (see Appendix B)	Done. We started to create the budget with the involvement of the directors/chief officers. They send their budget requests by February, the Chief officers discuss it in March, the CEO/President gives final approvals before presenting it to the Board in May to get their approval.
ii. Continually assess allocation of resources and refine budgetary estimates and projections on a semester basis	CEO and CFO have monthly meetings to go over monthly budgets and actuals.
iii. Develop a scholarship program to ensure that students can afford to attend our institution in the long-term	We created several scholarship programs as described in detail on our webpage and academic catalog.

Goal 6: Commitment to our global vision

As a member of BAU Global, BAU International University is committed to fostering globally-minded students at our university. Our current MBA program emphasizes global connections, through concentrations such as International Law & Economics, Entrepreneurship, and Global Affairs. Our proposed BA program will feature majors including Political Science & International Affairs and Business & Management, and our proposed MSc in Cybersecurity is transnational by nature. Going forward, BAU plans to

sustain and improve our commitment to our global vision through the introduction of study abroad programs and through fostering international academic exchanges, as well as other programs.

Objectives:

i. Hire a designated coordinator to harmonize our curricula with those of BAU Berlin and Bahcesehir University, to facilitate academic exchanges, and to keep the BAU International campus abreast of changes at our sister universities.	Postponed. Meetings have started with those campuses but were halted during Covid. We decided to start such collaborations after accreditation.
ii. Launch a Study Abroad office to facilitate student exchanges with BAU Berlin and Bahcesehir University, Istanbul.	Same as above.
iii. Maintain an international and global focus at BAU International University by introducing new courses on relevant subjects in international affairs and global business.	Done through POC.
iv. Continue to host events emphasizing global affairs for our students.	Done through GPI. Regular seminars/panels each month and announced to students/faculty via email and on the webpage.

Goal 7: Reaffirm our commitment to diversity

As a globally-oriented institution in the heart of the nation’s capital, BAU International University aims to continually reaffirm its commitment to diversity on campus. BAU already has a diverse student body and staff, with members of our community hailing from around the world. However, improvement is always possible. The evaluation of incidences of discrimination against individuals due to aspects of their identity or appearance (race, gender, religion, disability, sexuality, etc.) and increased support services for students (a disability support center and Title IX coordinator) are essential programs to establish on campus. These and other efforts will ensure that BAU remains a welcoming and fostering environment for people of all backgrounds.

Objectives: Diversity

i. Encourage respect for cultural differences in our classrooms and throughout campus, by emphasizing issues of diversity in student orientation, through classroom instruction, and through campus events. Monitor and investigate all student and staff reports of discrimination.	We organize events for different cultural groups. Celebrating Chinese New Year, Christmas/New Year, Halloween, Muslim’s Bayrams, etc.
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ii. Actively recruiting a diverse student population and the hiring of a diverse faculty and staff.	Yes. Our student/faculty/administrative body reflects this diversity.
iii. Develop an independent Office of Student Disability Services to ensure that all students are afforded equal opportunities for academic success on campus. Hire an experienced staff member to ensure	Not done.
iv. Designate an employee as Title IX Coordinator to ensure compliance with Title IX regulations and ensure respect for people of all genders and sexual identities on campus.	Done. The Director of Student Services.
v. Annually evaluate instances of discrimination on campus and investigate appropriate campus-wide responses.	Yes. Not instances.
vi. Provide opportunities for and encourage intercultural exchanges among faculty, staff, and students.	Not yet. During Covid all such plans were halted.
vii. Providing placement assistance for diverse graduates in professional fields demanded by local employers.	Career Services

Appendix A: The Strategic Planning Process

The Strategic Planning Process is managed by the Strategic Planning Committee, which meets annually during the Spring semester. Assessment & Implementations Teams make formal submissions during this meeting, decisions are made on the Assessment & Implementation Team's recommendations, and the Strategic Plan is amended appropriately. The entire Strategic Plan is completely reviewed and revised every five years (2017, 2022, 2027, etc.).

The Assessment & Implementation Teams are subject matter experts drawn from senior management, administrators, faculty, and, as appropriate, students and contractors. They meet regularly once each term to formalize any recommendations and on an *ad hoc* basis whenever necessary. Incidental conversations among Assessment Team members take place continually as issues in their sphere of concern arise.

At this point in the University's development, significant changes to the Strategic Plan are mainly with regard to the timing of the activities outlined in the Future Planning section. These timing shifts impact budget estimates and staffing requirement as well as the makeup of the faculty. As enrollment increases, the staffing of Admissions, Student Services and Career Services will increase commensurately; however, the Management Team is confident that these changes can be managed in an effective and seamless manner with no negative impact on the student's academic experience.

Strategic Planning Committee

Dr. Sinem Vatanarian, President (*ex officio*)

Ahmet Kose, Chief Operating Officer (*ex officio*)

Melek Edib, Chief Financial Officer (*ex officio*)

Ethan Sewall, Director, Office of Institutional Research & Effectiveness

Mert Urel, Registrar

Dr. Andrew Wyner, Dean of Graduate Studies

Paolo von Schirach, President, Global Policy Institute

Rosalind Rothwell, Assistant Director, Office of Institutional Research & Effectiveness

Yelda Caliskan, Director, Student Services

Alexander Wilson, Director, Career Services

Assessment & Implementation Team for Diversity & Global Initiatives

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Rosalind Rothwell, Assistant Director, Office of Institutional Research & Effectiveness

Mert Urel, Registrar
Yelda Caliskan, Director, Student Services
Alexander Wilson, Director, Career Services

Assessment & Implementation Team for Student Success Initiatives

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Dr. Andrew Wyner, Dean of Graduate Studies (*ex officio*)
Mert Urel, Registrar
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Alexander Wilson, Director of Career Services

Assessment & Implementation Team for Budget & Finance

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Appendixes B – C: Attached Documents

- Appendix B: Budget
- Appendix C: Gantt Chart