BAU
Bay Atlantic University

CONCORDIA PER ERUDITIONEM

Strategic Plan
2023-2026

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INTRODUCTION

HISTORY

Bay Atlantic University (BAU) was established in Washington, DC in 2014.

BAU began its academic offerings with a strong MBA Program and subsequently, added undergraduate programs in Business Administration & Management, Economics & Finance, Political Science & International Affairs in 2017 and Data Science, and Information Technology in 2019. In 2019, BAU started to offer new graduate degree programs, Big Data Analytics and Cyber Security.

When BAU was founded in 2014, it was established under the original name BAU International University. BAU operated under this name until it was officially changed in January of 2019 to Bay Atlantic University. We chose the name Bay Atlantic University due to our location in Washington DC, a city on the Potomac River which flows into the Chesapeake Bay, itself connected to the Atlantic Ocean and the world. This is our mission: positively affecting the immediate Bay Area, while also stretching across oceans connecting to the rest of the world.

UNIVERSITY MISSION

The mission of Bay Atlantic University (BAU) is to provide high quality education through a variety of career-related programs that

a) enable BAU students to enhance and achieve their academic potential;
b) help them obtain the knowledge, skills, experience and qualifications necessary to advance their professional careers; and
c) cultivate among them the intellectual curiosity, critical thinking abilities, and creativity that are urgently needed in the global community.

An integral part of our mission is holistically supporting our students, providing them with opportunities, encouragement, mentoring, and scaffolding, and fostering peer interaction and a sense of community. We systematically encourage the development of a strong knowledge base, study skills, technical know-how, and the personal motivation necessary for competent scholarship.

INTRODUCTION

At the start of a new fiscal year after two years of a global pandemic, Bay Atlantic University (BAU) determined that the planning process needed to be more data driven and intentionally focused on mission fulfillment. This shift comes because of the University's desire for better measurement of student success for the purposes of improving policy, management, and accountability.

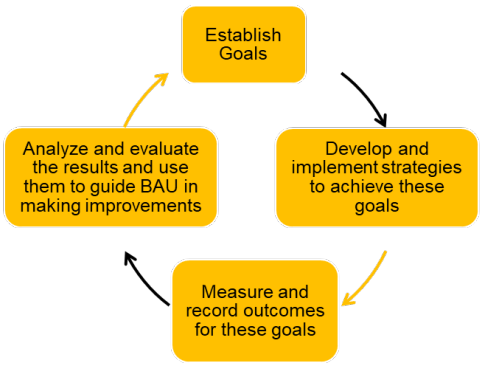
FRAMEWORK

Strategic planning/performance measurement is a long-term, dynamic, and future- oriented process of assessment, goal setting, and decision-making that maps an explicit path between the present and a vision of the future. Following a self-study framework, the process includes a multi-year view of objectives and strategies for the accomplishment of university goals. BAU follows a four-step planning and assessment cycle with clearly defined performance measures and benchmarks that provide

feedback which permits program performance to influence future planning, resource allocation, and operational decisions.The strategic planning/performance measurement process incorporates and sets direction for all areas of the University.

Four-step planning and assessment cycle:

1. Establish clearly defined goals in all areas of BAU's work at the campus level and program level.
2. Develop and implement strategies to achieve these goals in all areas.
3. Measure and record outcomes for these goals in all areas.
4. Analyze and evaluate the results (the actual outcome against the intended goal) and use them as a guide in making improvements.



PLANNING AND EVALUATION PHILOSOPHY

Understanding that success is measured through mission fulfillment, The University is committed to a culture of continuous improvement. University-wide assessment is carried out by engaging administrators, faculty, staff, and students in the strategic planning process. This collaborative effort is central to achieving the mission.

DEVELOPMENT OF THE NEW PLAN

The development of the newly minted 2023-2026 Strategic Plan best exemplifies the planning, budgeting, and evaluation process supported by sufficient resources. Led by the President, endorsed by the Board of Trustees, and charged to the Office of Institutional Effectiveness, the current plan involved all employees of the University as well as four students. The students were selected to represent both undergraduate and graduate populations. The result is a strategic plan endorsed by all stakeholders. The new plan is deeply rooted in measuring fulfillment of the mission with measurable metrics aligned to student success and the key aspects (appendix A) of a New Generation University.

Under the guidelines of the Strategic Plan and Performance Measures Guide, a new process was implemented for the 2023 planning cycle. On November 17, 2021, a gap analysis was conducted with all employees to analyze the current state of the 2017-2022 strategic plan against the desired future state of the University post-pandemic.

During the planning session, the current (2017-2022) plan was reviewed to close out the plan and determine if any outstanding goals were still relevant for the new plan. As shown in the table below, much had been accomplished, such as Goal 1: launching new BA programs (2017), developing a first-year experience (2018); Goal 2: adding new floors (2020), creating an HR office (2019); Goal 3: maintain and improve retention rates; Goal 4: creating a Student Services Office (2018); Goal 5: developing "Debt-Free DC Scholarship" program for local students (2019); Goal 6: hosting events

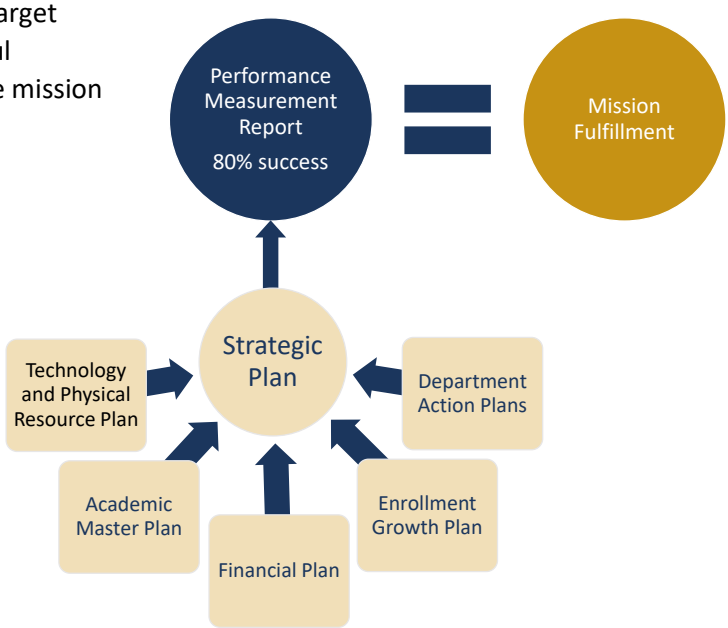
emphasizing global affairs; and Goal 7: organizing events for different cultural groups, which are all crucial to a growing university. While not all action items were completed, the University accomplished 81% of the objectives of the goals, as seen in the table below, which equates mission fulfillment.

Goal	Number of Objectives	Achieved Objectives	Result in %
1. Advance academic excellence and opportunity	**13**	**13**	**100**
2. Ensure a strong university infrastructure	**8**	**7**	**88**
3. Improve student enrollment and retention	**2**	**2**	**100**
4. Improve student placement rates	**5**	**3**	**60**
5. Ensure BAU's financial future	**3**	**3**	**100**
6. Commitment to our global vision	**4**	**2**	**50**
7. Reaffirm our commitment to diversity	**7**	**5**	**71**

After much discussion, debate, and reflection, a new plan was born along with a renewed commitment to continuous improvement. As stated in the Strategic Plan and Performance Measures Guide, the strategic plan includes all departments of the University and four auxiliary plans contributing to the successful fulfillment of the mission, which are reported out to constituencies during the Annual Assessment/Planning Meeting. The four auxiliary plans are:

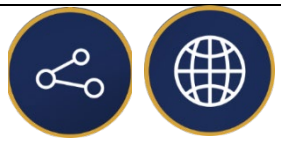
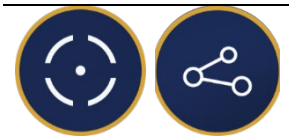
- Financial Plan including contingencies
- Enrollment Growth Plan
- Academic Master Plan, and
- Technology and Physical Resource Plan

The four plans are integrated with budgeting procedures and are measured and reported through the strategic planning process. Furthermore, the team discussed at length what success looked like. It was determined that 80% completion of the target indicators of success equates to successful fulfillment of the mission as shown on the mission fulfillment diagram.



PLAN

Bay Atlantic University is committed to mission fulfillment through the strategic planning process. The strategic plan consists of high-level initiatives, strategies, and action plans. As shown on the Strategic Planning Diagram in appendix B, the action plans are department level measurable action plans to achieve each strategy.

Initiative	Strategies
Expand student services to provide further personal, academic, and career related opportunities to achieve student success	Engage students in campus activities and connect them to the diverse services offered to aid them in becoming a better global citizen.
	Connect students to academic and career leaders centered in the DC metropolitan area.
Increase Partnership opportunities to develop brand recogntion and student success	 Focus on establishing new partnerships globally and domestically, including connections with local and federal government agencies.
	 Increase brand recognition in the education community to improve academic standing.
Become the regional leader in academic curriculum within an established niche of comparable institutions	Engage students in practical experiences to reinforce theoretical knowledge in a professional environment.
	Offer students innovative technology to be ready for a dynamic, global market.
	Focus on dynamic curriculum to stay relevant and be responsive to the needs of the marketplace and professional environments.
Achieve future growth by enhancing sustainability and fostering student success	Focus on employee growth.
	Create a dynamic and flexible infrastructure to accommodate the changing needs of the University.

		Sustain a trend of increased enrollment through affordable tuition and fees.

KEY PERFORMANCE MEASURES

Each department action plan is linked to a strategy and monitored on the key performance indicators document (appendix C). The strategies are mapped to initiatives and the New Generation University Key Aspects; therefore, the fulfillment of the strategies determines the success of the Key Aspects and Mission.

Mission	Strategies	
Enable BAU students to enhance and achieve their academic potential. (Achieve Potential)	3.1	Engage students in practical experiences to reinforce theoretical knowledge in a professional environment.
	3.2	Offer students innovative technology to be ready for a dynamic, global market.
	3.3	Focus on dynamic curriculum to stay relevant and be responsive to the needs of the marketplace and professional environments.
	4.1	Focus on employee growth.
Provide them the necessary skills, experience, and qualifications to advance their professional careers. (Advancement of Career)	1.2	Connect students to academic and career leaders centered in the DC metropolitan area.
	2.1	Focus on establishing new partnerships globally and domestically, including connections with local and federal government agencies.
	2.2	Increase brand recognition in the education community to improve academic standing.
Cultivate among them the intellectual curiosity, critical thinking abilities, and creativity that are	1.1	Engage students in campus activities and connect them to the diverse services offered to aid them in becoming a better global citizen.

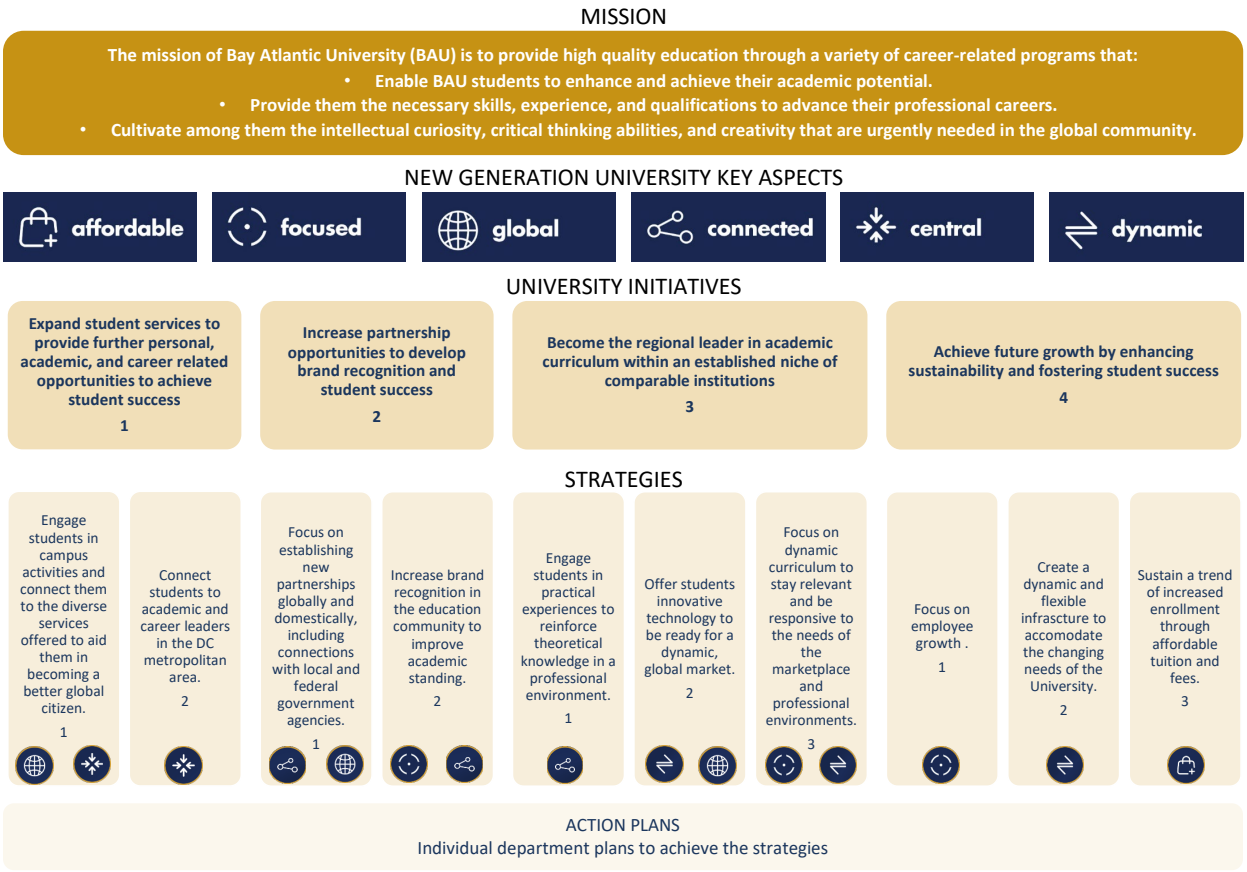
urgently needed in the global community.
(Gaining Skills)

4.2		Create a dynamic and flexible infrastructure to accommodate the changing needs of the University,
4.3		Sustain a trend of increased enrollment through affordable tuition and fees.

New Generation University

Key Aspect	Definition
	We believe that high quality education doesn't have to come at a high cost. BAU strives to make high quality education available for everyone. We first accomplish this by setting our program tuition to a reasonable price that most full-time professionals can afford. In addition to this, we offer numerous scholarship opportunities (In our short history since our establishment in 2014, we have already provided $6.5M in scholarship relief). Visit our **Scholarship page** for more information.
	We put our students in the best position to succeed in their careers/lives by offering degree programs that are in high demand fields and rapidly growing. Additionally, being in the heart of DC, we know our environment, which is why we offer degrees in Politics, Business, and Information Sciences: the three core industries that power DC and the world. Finally, all our programs have focused curriculum that are updated each year to remain consistent with current trends in the fields.
	Here at Bay Atlantic University, we believe in education without borders! We encourage our students to be global citizens. The international environment on campus enables them to learn about other cultures and discuss global matters with different perspectives in the courses.
	BAU is well-connected to the DC Community through our business partnerships, faculty networks, and community service. We have established partnerships with local businesses. All of our professors are scholar-practitioners who have worked for local institutions. Our students and staff are involved in community service projects throughout the DMV area. Through these various connections, students have a ton of internship and employment opportunities by simply tapping into any one of these networks.
	In an age where more and more professionals are moving to cities, BAU provides a central location for students that exposes them to an environment of great cultural, technological, and financial advantages. As opposed to being confined to just one campus; The whole city is our campus and our students have easy access to a variety of important institutions such as think-tanks, research organizations, NGOs, key U.S. government agencies, foreign embassies, and leading international institutions (World Bank, International Monetary Fund, Inter-American Development Bank). Students aren't limited to just on-campus events; students can attend numerous cultural events and festivals throughout the year. Finally, for those students who work and study, our prime location allows for easy commuting to and from class.
	BAU prides itself on providing a curriculum that reflects the current market trends and most up-to-date teaching methodologies. BAU also offers guidance and instruction for professional development that is specific to each student. We accomplish this by offering professional workshops and 1-1 sessions such as resume building, mock interviews, counseling, webinars, etc. Recently, we have been bringing businesses on campus to host professional seminars for our students, allowing them submit resumes to employers right on the spot. Lastly, as we are a growing university, we are able to offer most our students on-campus employment opportunities to gain valuable work experience while studying.

APPENDIX B – STRATEGIC PLANNING DIAGRAM



APPENDIX C – INDICATORS OF ACHIEVEMENT

INITIATIVE 1	Expand student services to provide further personal, academic, and career related opportunities to achieve student success												
Key Aspect	Mission	Strategy		Contact Person	Baseline (date)	Data						Notes
						2022/2023		2023/2024		2024/2025		
						Actual/ Target	%	Actual/ Target	%	Actual/ Target	%	
Global, Central	**Gaining Skills**	**1**	**Engage students in campus activities and connect them to the diverse services offered to aid them in becoming a better global citizen.**									
Indicators of Achievement	Increase the use of the tutoring and writing center each year			Student Serv		na						establishing a baseline in 22/23
	Increase student participation in campus activities to 50% of student enrollment			Student Serv	na	/15%		/35%		/50%		
	Increase student satisfaction of student services by 20% every other year.			Student Serv		na						establishing a baseline in 22/23
	Develop an alumni engagement plan			Student Serv	na	/100%						Project will be completed and a new measure will be developed
	Enhance relationships with prospective students through in-person activities by hosting annual events			Admissions	na	/3		/3		/3		Host at least 1 - college for a weekend and 2 onsite admit opportunities
	Create a "Student Ambassador Program" and train 1 new Ambassador each year.			Admissions	na	/1		/1		/1		
	Promote the educational opportunities at BAU to students enrolled at other colleges			Admissions		na		/10%		/10%		establishing a baseline in 22/23
Central	**Advancement of Career**	**2**	**Connect students to academic and career leaders centered in the DC metropolitan area.**									
Indicators of Achievement	Organize career workshop once a year.			Student Serv	na	/1		/1		/1		
	Organize career fairs once a year.			Student Serv	na	/1		/1		/1		
	Increase student participation in AfterCollege			Student Serv	na	/15%		/35%		/50%		
	Increase student participation in HandShake			Student Serv	na	/15%		/35%		/50%		

INITIATIVE 2			Increase Partnership opportunities to develop brand recogntion and student success										
Key Aspect	Mission	Strategy		Contact Person	Baseline (date)	Data						Notes
						2022/2023		2023/2024		2024/2025		
						Actual/ Target	%	Actual/ Target	%	Actual/ Target	%	
Connected, Global	**Advancement of Career**	**1**	**Focus on establishing new partnerships globally and domestically, including connections with local and federal government agencies.**									
Indicators of Achievement	Become active members of local, national and international organizations			Dir Outreach	na							establishing a baseline in 22/23
	Increase study abroad opportunities			Dir Outreach	na	/3		/3		/3		establish 3 new international partnerships per year
	Foster partnerships with local and federal government agencies			Dir Outreach	na	/2		/2		/2		apply to two new grants per year
	Increase international enrollment through international recruiters			CGO		na		/10%		/10%		establishing a baseline in 22/23
	Increase the number of domestic potential students (leads)			CGO		na		/10%		/10%		establishing a baseline in 22/23
	Increase partnerships with ESL schools			CGO	na	/2		/2		/2		
	Increase Adult-Learning Institutions (Trade and GED Certificate providers)			CGO	na	/2		/2		/2		
	Increase local government agency partnerships			CGO	na	/1		/1		/1		
Focused, Connected	**Advancement of Career**	**2**	**Increase brand recognition in the education community to improve academic standing.**									
Indicators of Achievement	Review all current marketing materials at least twice a year based on feedback from each responsible department			CGO	na	/2		/2		/2		
	Increase social media engagment			Social Media Manager		na		/10%		/10%		establishing a baseline in 22/23
	Increase website & Google my business engagement			CGO		na		/10%		/10%		establishing a baseline in 22/23
	Create webinars each semester			Comm Manager	na	/2		/2		/2		
	Create press releases each year			Comm Manager	na	/2		/2		/2		

INITIATIVE 3	Become the regional leader in academic curriculum within an established niche of comparable institutions												
Key Aspect	Mission	Strategy		Contact Person	Baseline (date)	Data						Notes
						2022/2023		2023/2024		2024/2025		
						Actual/ Target	%	Actual/ Target	%	Actual/ Target	%	
Connected	**Achieve Potential**	**1**	**Engage students in practical experiences to reinforce theoretical knowledge in a professional environment.**									
Indicators of Achievement	All full-time faculty join professional organizations related to their academic fields			Dir Teaching & Learning		na						establishing a baseline in 22/23
	All full time faculty participate in professional development within specific academic field			Dir Teaching & Learning		na						establishing a baseline in 22/23
	Develop a robust teaching and learning program			Dir Teaching & Learning	na	/100%		na		na		Project will be completed and a new measure will be developed
Dynamic, Global	**Achieve Potential**	**2**	**Offer students innovative technology to be ready for a dynamic, global market.**									
Indicators of Achievement	Increase the capability of technology and digital components in the cybersecurity computer lab			Chair, IS	na	/100%		na		na		Project will be completed and a new measure will be developed
	Increase the flexibility of accessibility for digital tools required for information technology courses by configuring a virtual environment that allows faculty and students to remote access the digital components for their teaching and learning activities.			Chair, IS	na	/100%		na		na		Project will be completed and a new measure will be developed
Focused, Dynamic	**Achieve Potential**	**3**	**Focus on dynamic curriculum to stay relevant and be responsive to the needs of the marketplace and professional environments.**									
Indicators of Achievement	Achieve programatic accreditation for the Business Program			Chair, B,E&F	100% (2028)	/10%		/30%		/95%		
	Faculty will conduct course level assessment (SLO)			Chairs	na	/75%		/85%		/95%		
	Program review is conducted according to established schedule			Chairs	na	/100%		/100%		/100%		
	Develop a plan to ensure digital literacy and research efficiency			Librarian	na	/100%		na		na		Project will be completed and a new measure will be developed
	Evaluate and expand General Education			Chair, GE	na	/100%		na		na		Project will be completed and a new measure will be developed

INITIATIVE 4													
Key Aspect	**Mission**	**Strategy**		Contact Person	Baseline (date)	Data						Notes
						2022/2023		2023/2024		2024/2025		
						Actual/ Target	%	Actual/ Target	%	Actual/ Target	%	
Focused	**Achieve Potential**	**1**	**Focus on employee growth.**									
Indicators of Achievement	Recruit full-time personnel according to enrollment growth plan			Dir HR	na	/8		/8		/8		
Dynamic	**Gaining Skills**	**2**	**Create a dynamic and flexible infrastructure to accommodate the changing needs of the University.**									
Indicators of Achievement	Develop professional development program for employees			Dir HR	na	/100%		na		na		Project will be completed and a new measure will be developed
	Create performance evaluation process for staff (non faculty)			Dir HR	na	/100%		na		na		Project will be completed and a new measure will be developed
	Secure Title IV funding to support a diversified funding stream			CFO	na	/40%		/60%		na		Project will be completed and a new measure will be developed
	Acquire student housing to support a diversified funding stream			CFO	na	/100%		na		na		Project will be completed and a new measure will be developed
	Develop a student laptop purchase program			Dir IT	na	/100%		na		na		Project will be completed and a new measure will be developed
	Develop a student help desk team			Dir IT	na	/100%		na		na		Project will be completed and a new measure will be developed
	Develop a student laptop loan program			Dir IT	na	/100%		na		na		Project will be completed and a new measure will be developed
Affordable	**Gaining Skills**	**3**	**Sustain a trend of increased enrollment through affordable tuition and fees.**									
Indicators of Achievement	Activate the endowment fund			President	na	/100%		na		na		Project will be completed and a new measure will be developed
	Increase new enrollments each year			CGO	na	/165		/231		/259		