



The Baldwin-Wallace College Mission

Baldwin-Wallace College is an academic community committed to the liberal arts and sciences as the foundation for life-long learning. The College fulfills this mission through a rigorous academic program that is characterized by excellence in teaching and learning within a challenging, supportive environment that enhances students' intellectual and spiritual growth. Baldwin-Wallace assists students in their preparation to become contributing, compassionate citizens of an increasingly global society and encourages their pursuit of personal and professional excellence.

Baldwin-Wallace College Strategic Plan

This strategic plan is intended to be a living, dynamic document that serves as a guide for the future direction of Baldwin-Wallace College. It recommends specific goals and strategies and provides direction for members of the Baldwin-Wallace community to work together to fulfill our mission. The order of the goals and strategies in this document follows the steps students take from the time they consider B-W to the time they graduate and give back to their community and the College. Baldwin-Wallace College will review and update this plan annually. A committee comprised of faculty, administrators and staff members will be responsible for monitoring the progress of this strategic plan and assisting in implementation.

The officers of the College in consultation with Trustees, faculty and staff will evaluate all facets of B-W that impact the quality of student experience and develop a long range vision for the size of the student body, selectivity and achievable ratios of students to personnel and facilities.

Baldwin-Wallace College has achieved considerable success since its founding more than 160 years ago as an institution related to the United Methodist Church. We enjoy an excellent reputation, strong enrollments and considerable growth in the endowment. Now we must build a future on the foundation that has served us well for many years.

The Guiding Principles

Among the principles that guide the College and the strategic planning process are:

- Baldwin-Wallace College is committed to the values of a liberal arts education and dedicated to excellence in its educational programs for all students.
- Baldwin-Wallace College is committed to an intellectually and culturally diverse community of learning that supports individual growth and development of students, faculty and staff.
- Baldwin-Wallace College is committed to strategically align and responsibly manage its human, programmatic, technological and financial resources to fulfill its mission and to operate within a balanced budget annually.

Continuing Efforts

The following items are closely tied to the mission and Guiding Principles and are considered essential to the long-term viability of the College. Thus, we will seek ways to advance these items on a continuous basis.

1. To evaluate, modify and implement the campus master plan and establish priorities.
2. Evaluate, plan for and implement physical improvements to our residence halls to create attractive living/learning spaces that meet the contemporary needs of students to aid in the recruitment and retention of students.
3. Expand and strengthen the partnership between the Alumni Office and the Admissions Office to enlist more B-W alumni in recruiting efforts.
4. Identify, develop and promote programs of distinction.
5. To develop activities that enhance positive morale of campus employees and students
6. Support ongoing professional development of faculty, administrators and staff
7. Provide opportunities for collegial and community interaction
8. Communicate and raise awareness of the College's definition of diversity
9. To identify, cultivate and implement mutually beneficial partnerships and projects between Baldwin-Wallace College and external organizations that will create new opportunities for our students, faculty, staff and alumni, address community needs and strengthen B-W's stature and external awareness
10. Collaborate with city and community partners on projects to improve the lives of the people living in Berea and the immediately surrounding communities

I. Recruitment of Students

- A. To recruit a diverse, traditional student body with a first-year class size of 725-740 students.**
1. Increase diversity enrollment in the incoming class by 1% in each of the next five years by building on current relationships with Cleveland area schools, community colleges and community organizations (Benchmark Year: 2008).
 2. Increase selectivity of first-year admission (% of applicants who are admitted) by increasing the applicant pool to 3,700 students by 2011.
 3. Increase out-of-state enrollment by 1% in each of the next five years. (Benchmark Year: 2008)
- B. To recruit new undergraduate part-time and adult learners to achieve overall enrollments of 515 for fall 2010, 525 for fall 2011 and 535 for fall 2012.**
1. Continue to develop partnerships with local businesses and organizations that enhance student recruitment.
 2. Develop creative financing options to help part-time and adult students pay for their education.
 3. Continue to strengthen partnerships with local community colleges in ways that enhance student recruitment and promote mutually beneficial collaborations.
 4. To use the market research on adult learners to inform programming offered through Adult and Continuing Education in order to enhance the recruitment of adult learners.
 5. To continue to make strategic use of the B-W East location to increase enrollment
 6. Continue to investigate and pursue new populations of students including veterans and health care workers.
- C. To recruit an incoming traditional-age cohort of 150 undergraduate transfer students by 2010-11.**
- D. To recruit an incoming class of 190 graduate business students by 2010-11.**
- E. To recruit a total incoming class of 75 graduate education students for fall 2011.**

II. Student Success, Retention and Timely Graduation

- A. **To increase first-year to second-year retention of first-time, full-time undergraduate students to 85% by fall semester 2011.**
 - 1. To implement appropriate recommendations from the document “Retention Report: 2009-2010 Academic Year”
- B. **To increase the 4-year graduation rate to 60% by 2013.**
 - 1. To implement appropriate recommendations from the documents “Retention Report: 2009-2010 Academic Year”
- C. **To increase retention and graduation rates for students enrolled through adult and continuing education.**

III. Curricular/Co-Curricular Development

- A. **To build an integrated learning environment and experience for all graduate and undergraduate students that features distinctive programs, a 21st century curriculum, inspired teaching and relevant experiential opportunities.**
 - 1. Develop curricular and co-curricular experiential learning opportunities.
 - 2. Develop a template and support structures for implementation of the B-W Action Plan with *all* first-year students beginning fall 2011.
 - 3. Use the academic advising structure to coordinate the linkage between advising and career planning, beginning in the first semester of enrollment at B-W.
 - 4. Develop more internship opportunities for students
 - 5. Develop a rich network-oriented career services effort that is as resourceful in the job placement of students as the recruitment effort in attracting new students.
 - 6. Engage businesses, community organizations, government agencies and alumni to improve placement of students in internships, employment and graduate and professional schools.
 - 7. Develop a more deliberate and distinctive core curriculum that ensures our students are well prepared to meet the challenges of the 21st century and that positions B-W as an institution with a strong identity and a competitive, marketable advantage.

B. To implement changes in course and degree delivery for Adult and Continuing Education Students that increase enrollment, retention and degree completion.

1. Expand the number of core of hybrid or online courses offered for degrees in the Adult and Continuing Education Program by an additional 10% by Fall 2012 (*Benchmark: Fall 2008*).
2. Expand the number of accelerated (8 week minimester and immersion) Adult and Continuing Education course offerings in identified majors by Fall 2010, so that part-time students can complete their major programs in two years.
3. Focus on student services initiatives that recognize the contributions and achievements of adult students at B-W and to enhance their sense of community.

IV. Maximizing the Student Experience

A. To reinforce a “culture of engagement” at B-W in which all students will be encouraged to engage in student organizations, campus services and on and off campus programs that are purposeful, life enriching and career enhancing.

1. Offer a specialized training program for first-year area residence life staff, student organization advisors and mentors which will focus on effective tools to motivate student participation in enrichment activities offered throughout campus and will assist students in the completion of their action plan.
2. Review the structure, content and delivery of College 101 by December 1, 2010.
3. By December 1, 2010, determine a common means for all first-year students to learn the value and use of the B-W Action Plan as a planning tool, to be implemented for class entering fall 2011.
4. Develop an assessment plan by the end of fall 2010 semester which outlines activities dedicated to evaluating outcomes of student engagement activities. The plan should build on NSSE, the Small College Survey and other diagnostic information and be targeted to first year efforts.
5. Identify a marketable theme and outline a progression of skill-building activities culminating in leadership achievement levels that carry with them attractive incentives for student involvement by *December 1, 2010*.
6. Develop and pilot a developmental advising collaboration with select academic departments that focuses on curricular and co-curricular student engagement.

V. Diversity

A. To increase the diversity of the College's trustees, faculty, staff and students.

1. Develop a social infrastructure intended to recruit, retain and include multicultural students, faculty, and staff into the Baldwin-Wallace community.
2. Provide a system of financial incentives to support the recruitment and retention of faculty, staff and students from underrepresented populations.
3. Develop programs and support that encourage and enhance intercultural interaction and communication within the Baldwin-Wallace community.
4. Establish goals and timetables for increasing diversity in each of the above-named constituencies.

B. To increase the College's awareness of and commitment to supporting and promoting underrepresented populations (e.g. racial, ethnic, cultural, religious, gender and/or sexual orientation).

1. Evolve the training program for the entire College community to increase awareness and aid in the recruitment and retention of persons from diverse populations.

VI. Faculty/Staff Experience

A. To commit to appropriate levels of compensation for faculty, administrators and staff that are competitive with the level of compensation provided by peer institutions in Ohio and nationally.

1. Continue to research and report benchmark data on salary and compensation at peer institutions.
2. Continue to evaluate percentile goals related to compensation every three years, beginning in fiscal year 2009.

B. To develop a procedure for more equitably assigning faculty work in student advising.

C. Develop and implement a process for extended faculty review of tenured faculty.

VII. Facilities & Master Plan

- A. To evaluate, modify and implement the campus master plan and establish priorities for the renovation and new construction of buildings and campus physical/environment improvements to support the goals of our educational community within the principles of sound fiscal management.**
1. Complete construction and renovation of the Conservatory of Music by August 1, 2011 at a total cost of \$16.8 million.
 2. Update the campus master plan by the first quarter of 2011.

VIII. Marketing, External Relations and Communications

- A. Refine and implement integrated marketing communications strategies and programs that support enrollment and advancement initiatives, raise the institutions regional visibility, increase awareness and enhance the image of the College in the community and with targeted audiences.**
1. Enhance, restructure and consolidate current B-W web practices to ensure support of College priorities, provide a consistent institutional image and message and encourage audience engagement through ease of use.
 2. Identify, formalize, coordinate, expand and integrate social and new media into the College communication stream.
 3. Aggressively promote programmatic and delivery options with demonstrated demand, competitive advantage and clear opportunity to attract new enrollment across all student populations.

IX. Advancement

- A. Baldwin-Wallace College will increase outreach to alumni.**
1. Create improved web and electronic contact with and between alumni.
 2. Enhance on- and off-campus programming so that events are engaging, provide an educational component and serve to further the enrollment, student internship and placement opportunities, overall image and philanthropic needs of the College.

B. Baldwin-Wallace College will increase both dollars and donors to an expanded Annual Giving Program by 2% for FY 2011 (Baseline: FY 2010)

C. In addition to annual giving, Baldwin-Wallace College will increase the financial commitments from its constituents.

1. Endowment and current-use gifts will target the increased financial need of students and support enhancements to the academic program of the College.
2. Capital gifts and endowment will support campus priorities identified in the Campus Master Plan and College Strategic Plan.

D. To identify, cultivate and implement mutually beneficial partnerships and projects between Baldwin-Wallace College and external organizations that will create new opportunities for our students, faculty, staff and alumni, address community needs and strengthen B-W's stature and external visibility.

1. Develop the means to identify, evaluate and internally communicate external partnership opportunities
2. Develop the means to effectively track and share information on existing partnerships and projects