**BRYANT & STRATTON COLEGE**

**INSTITUTIONAL PLAN**

**ORGANIZATION AND GOVERNANCE**

**Brief History**

Bryant & Stratton College’s rich history is rooted in approximately 160 years of outcomes-based education**.** Its founding can be traced back to 1852, when H.B. and J.C. Bryant and their brother - in-law, H.D. Stratton, organized Bryant & Stratton Mercantile College in Cleveland, Ohio. In 1854, J.C. Bryant, a noted physician and businessman, established Bryant & Stratton College in Buffalo, New York. Throughout the next century, the College developed career-based degrees and training programs to meet the needs of young and working adults seeking jobs and career advancement in business and industry due to both employer and student demands. From the

1960s through the current period, the College expanded its program offerings, degree levels, and campus locations considerably.

Bryant & Stratton College is one of the nation's pioneers in the field of career education. The College’s founding is remarkable considering the concept of “business college” was relatively new in the mid-19th century. Bryant & Stratton College began and endured in the early years mainly due to the tenacity of its founders. Bryant & Stratton College became the pacesetter in career education; and where no textbooks existed for this type of education, the College published its own.

The College’s initial heritage was as an associate’s degree granting institution. In 1992, as part of the acquisition of ETI Technical College in Ohio, now known as the Cleveland Downtown Campus, the College continued to confer the already existing Bachelor of Electric Engineering Technology (BEET) degree at that campus. In 1999, the College successfully conferred Bachelor of Business Administration (BBA) degrees at campuses in the state of Virginia. Wisconsin began offering a BBA degree in 2002. In 2004, Bryant & Stratton College’s Amherst Campus in Western New York was approved to offer a BBA degree, and the College’s Southtowns and Buffalo campuses and Online Education were approved and started in 2008. In 20 11, the Albany, Syracuse, and Southtowns campuses were approved by New York State to confer a Bachelor’s

of Science (BS) degree. The College began its Online Education division in 2000 and in 2013 Saratoga was added to our list of New York State sites. Although there are many locations, Bryant & Stratton College is one college with several campuses, an online division, and Professional Skills Centers. In June of 2002, the College became regionally accredited by the Middle States Association of Colleges and Schools (MSA), now known as Middle States Commission on Higher Education (MSCHE)

**Mission, Vision and Values**

The College has worked diligently to enhance the ways in which it lives its mission, vision, and values, resulting in improvements focused on teaching and learning outcomes, student career placement, and outcomes-focused enrollment growth, which will be discussed in this document. The phraseology of the College's mission statement may have changed over the years; but the fundamentals have remained constant: Bryant & Stratton College is dedicated to career education. Today's student is prepared not only for a career upon graduation, but also for a continuum of learning.

The re-packaged mission, vision, and values are in draft pending review by our associates and adoption of them by the College’s Board of Director’s in July 2016, are as follows:

***Mission:*** *Bryant & Stratton College offers a personalized career education and experience leading to a high demand profession so graduates are prepared for their career and life pursuits.*

***Vision:*** *By 2020, Bryant & Stratton College will offer a personalized and customized career education and experience leading to a high demand profession so agile graduates are prepared for their career and life pursuits.*

***Values:*** The College’s values are deeply rooted in a distinctive tradition that represents our shared beliefs. These values transcend time and shape the core principles that are the foundation of our college culture:

Student-Centered

Employment Community-Focused

Continuous Improvement and Renewal

Integrity

Brand Ambassadorship

One College Approach

Associate Learning

Outcomes Oriented

**Educational Offerings and Current Enrollment**

MSCHE’s Status of Accreditation Carnegie classification lists Bryant & Stratton College as an Associate’s-Private For-Profit with degrees offered as associate’s and bachelor’s. The College’s fall 2011 enrollment (including the October mid-term) had 14,589 matriculated and non- matriculated students. Ninety percent of the student body was enrolled in associate’s degree programs of study, and ten percent was enrolled in bachelor’s degree programs of study. The College currently offers associate’s and bachelor’s degrees in the areas of allied health and health services, business, accounting, criminal justice, technology, legal studies, administrative assisting, graphic and applied design, and electronic technology. The College also offers bachelor’s degrees in the fields of allied health and health services, business, accounting, criminal justice, legal studies, administrative assisting, and engineering.

Programs of study are typically developed at both the associate and baccalaureate levels to allow transparent articulation from one degree level to another in each field. This feature allows many students to complete an associate-level degree, enter the workforce, and return to the College to study at the next level with relative ease. The availability of the two degree levels is also consistent with the College’s learning vision by providing an avenue for associate’s degree graduates to continue their studies in an environment where they have experienced success.

In addition, it is important to note that all programs of study share a common core at both the associate and baccalaureate levels. The core consists of liberal arts and general education required courses, embedded learning competencies, and an emphasis on developing career readiness through participation in practicum and capstone experiences. A complete listing of program and course offerings by state can be found in the *Official Catalog*, which can be found at the College’s website, www.bryantstratton.edu.

**Structure**

Bryant & Stratton College operates as one college with 18 campuses (as of this printing); an online division (Online Education); Professional Skills Center (PSC), the College’s non -credit division; and the System Office. However, to meet its mission and vision, the College operates in a decentralized mode with standardized processes. Decentralization affords campus locations sufficient autonomy to make allowances for unique needs of students and to individualize strategies and tactics consistent with the overall College’s Strategic Plan, while the standardized functions and processes are coordinated through the System Office.

The System Office provides both strategic leadership as well as campus support so that the College can collectively fulfill its mission, vision, and values and fully implement the Strategic Plan. With the Strategic Plan as its overall umbrella and established standardized policies, each campus can adjust to the needs of its student population to ensure the goal of providing a quality education in a personalized environment. The Educational Services department at the System Office acts as the coordinating group for all academic programs and services across all campuses to ensure the organization acts as one college with multiple campuses. Hence, the organization acts as one college in fulfilling its career education mission and learning vision but is also responsive to the needs of all constituents (students, faculty, staff, employers, the Board of Directors, shareholders, and the community at large) in eight geographic areas in four states.

**Strategic Planning**

**Addressing the Changing Environment**

The Strategic Plan was developed to help us respond to significant changes in the environment in which we operate, and to ensure that we continue to thrive as an institution of higher education. Many factors were evaluated, including the evolving landscape of higher education, our College’s competitive position in its markets, what employers are looking for, as well as government and regulatory issues.

Higher education is undergoing a shift in the industry’s core value proposition and how it is perceived by consumers and the government. With more options available — especially online education — the student has become the driver and the decision-maker. Students are looking for new educational approaches that offer more flexibility and better fit their lifestyle — such as blended learning that incorporates classroom teaching and online courses. We also know that we must strengthen the linkage between education and employment readiness and reinforce the positive return on the student’s investment.

Growth within the post-secondary education industry is forecast to come primarily from Associate’s degrees, certificates, and diplomas along with training in the technology, healthcare, and energy sectors. Growth in Bachelor’s degrees is projected to be flat. To be successful in this environment, Bryant & Stratton College must differentiate our offerings and provide a superior learning experience while meeting the unique employment needs in each of our communities.

There is plenty of opportunity to do this. Currently, Bryant & Stratton College represents only a small share of students in each of our markets — typically 1% to 2% of the total student population. Bryant & Stratton College has been reaching a clearly defined target: female, mid-twenties, who is pursuing an Associate’s Degree in Healthcare, Criminal Justice, or Business. Our Strategic Plan calls for expanding our penetration in each of our markets and attracting new demographic segments, such as working professionals and students who already have some college experience or an Associate’s Degree. A focus on high-growth, high-demand professions will be key to achieving this expansion.

Employers are the other part of the equation. Employers expect career-ready graduates with workplace competencies in communication, critical thinking, problem solving, and other workplace skills — especially technology. The Strategic Plan calls for specialized programs and training that meets employer needs. Because employer/college partnerships are key to successful placement, we will continue to strengthen our already solid relationships with employers.

**Strategic Objectives**

The draft Strategic Plan identifies five Strategic Objectives that more specifically define Bryant & Stratton College’s Vision. Each of the activities we implement under the Strategic Plan is designed to meet one or more of the Strategic Objectives:

1. ***High Demand Programs***

2. ***Customized Educational Experience***

3. ***Strong and Responsible Outcomes***

4. ***Differentiate, Grow, & Transform***

5. ***Operate Effectively, Efficiently, and Responsibly***

**Strategic Initiatives**

The Bryant & Stratton draft Strategic Plan has been distilled into sixteen action items that will be implemented over the next six years.

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| DIFFERENTIATE, GROW, & TRANSFORM  | OPERATE EFFECTIVELY, EFFICIENTLY, AND RESPONSIBLY  |
| * New college-wide marketing strategy
* High demand new programs
* Customized Educational approach
* Curriculum realignment
* Alumni development
* Explore pricing strategy models
* Develop PSC to a regional / national professional and career leader
* Growth through new campuses, international students and / or acquisitions
 | * One College Approach
* Operational effectiveness and efficiencies
* Build robust technology and automation infrastructure
* Organizational and associate development through a standardized e-learning approach
* Regulatory compliance to ensure viability: MSCHE, Gainful Employment, Default Rate
* Modeling to predict and improve student and / or graduate success - Predictor Model and Longitudinal Study
* Analyze, assess, and create strategy for campuses that are not profitable
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**Institutional and Student Learning Outcomes Assessment**

Bryant & Stratton College’s assessment process with interrelated components is directly tied to the College’s Strategic Plan. The College views assessment as an integral element in assuring that its graduates function as responsible, productive members of their future career professions who demonstrate the importance of learning tied to career development. This process begins at the classroom level and continues through to the institutional level, continually cycling to assure on-going improvement. The assessment plan is designed to: (1) evaluate the College’s strategic vision through vision standard attainment, operations, and programs and services in assisting students’ movement toward outcomes that flow from the College’s mission, and (2) provide a basis for continuous quality improvement and renewal.