

BABSON 2025



A
VISION
for our
FUTURE

Babson 2025: A Vision for Our Future

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CHAPTER ONE



The Need

Why we need
bold change,
now

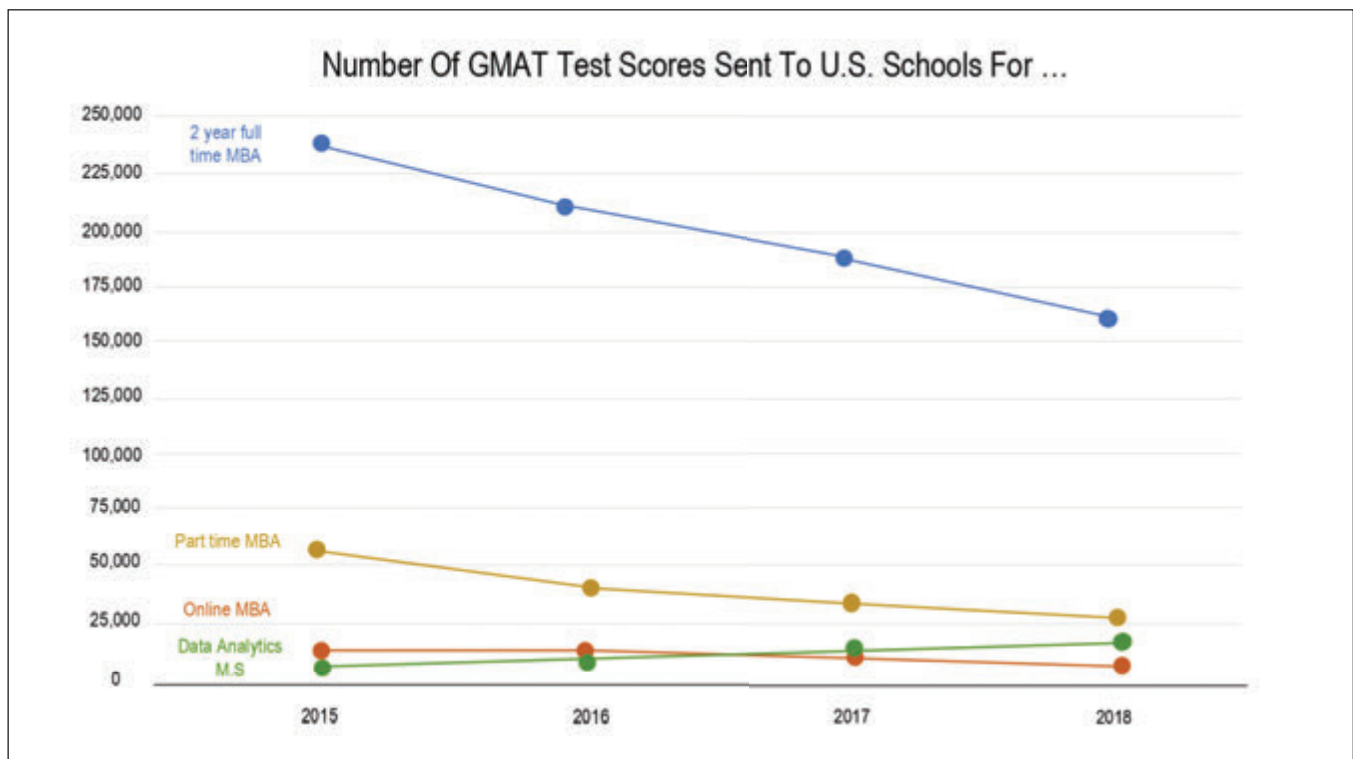
The Need

Why we need bold change, now

Profound disruption is occurring across higher education. Colleges and universities are contending with dramatic headwinds and unfavorable conditions, including—among other challenges—challenging demographic trends and declining enrollment. In the last three years, more than 100 colleges and universities have closed, and some experts predict that nearly half will disappear or merge in the next 10 years. As Babson College embarks on its second century, we need to diligently and creatively plan for the future and do so in a manner that effectively addresses changes to student needs, new macroeconomic and geopolitical forces, and the need for new delivery and business models.

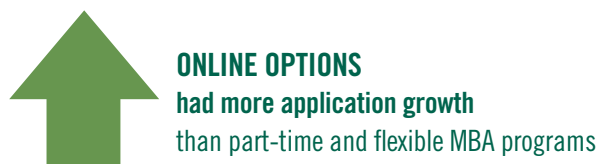
Enrollment Trends

MBA programs have been hit particularly hard by declining enrollment trends as the value of the degree and return on investment have been continually called into question. The questions are centered on the product package, delivery system, and value proposition. Leading indicators would suggest that most program modifications are related to delivery systems and segmentation of the MBA and weak “reimaginings” of the existing credential.



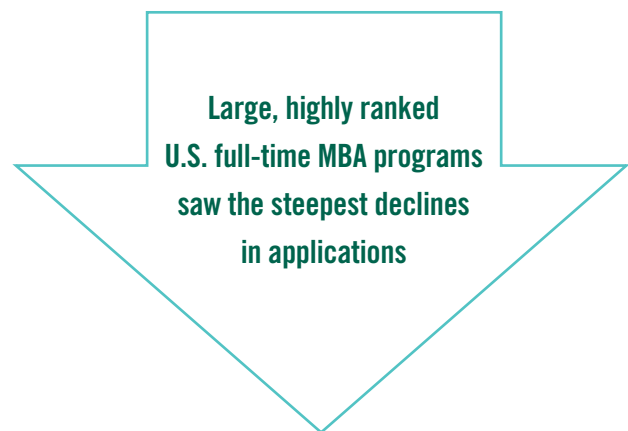
GMAC Application Trends Survey, 2019

According to a 2019 survey conducted by the Graduate Management Admission Council (GMAC):



Among 34 responding U.S. online MBA programs, **50%** grew and **10%** maintained volume

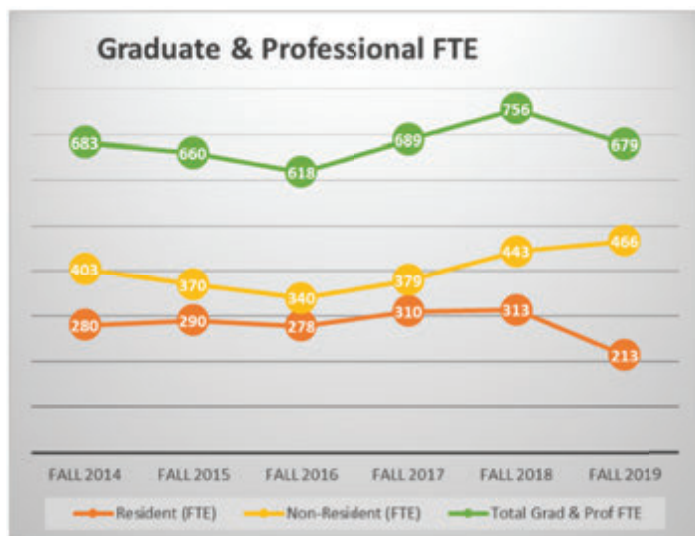
Of the 40% that had declines, they declined only 23%



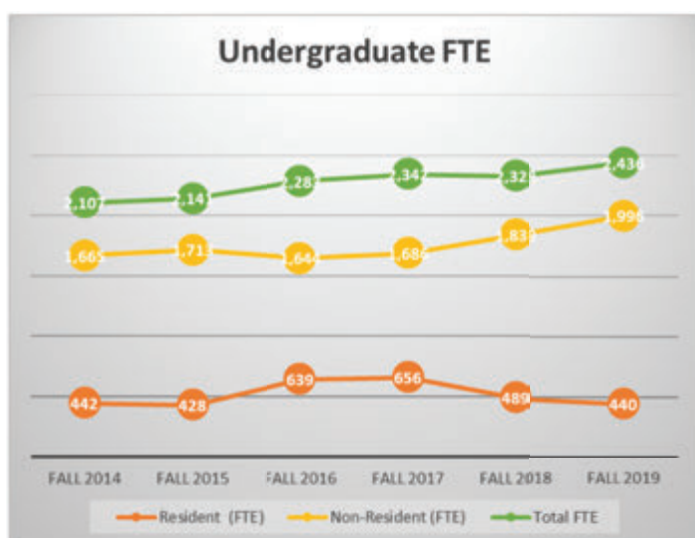
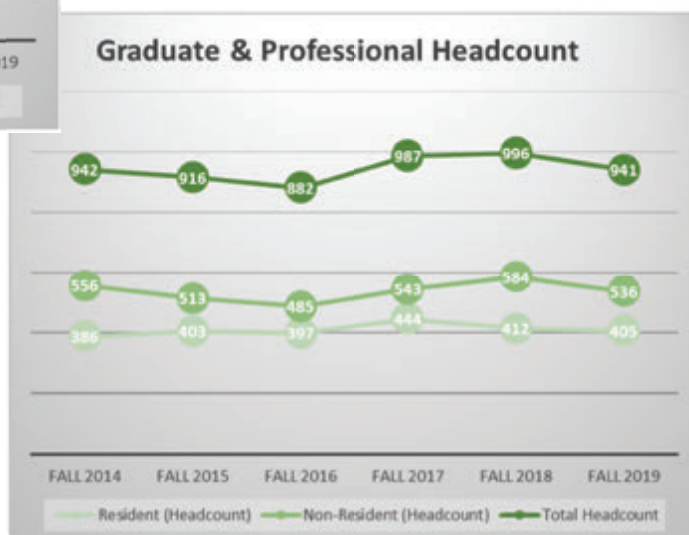
STEM-certified U.S. programs were more likely to report growth in **INTERNATIONAL APPLICATIONS**

43% of STEM-certified programs grew their international applications

26% of non-STEM programs grew their international applications



Babson is not immune to these market conditions. Despite broadening the portfolio of MS programs and seeking to expand the Blended Learning MBA in satellite locations, the College has declined in enrollment.



Interest in our Undergraduate School continues to improve, and the program continues to achieve record highs in the latest recruitment cycle.

THIS CYCLE INCLUDES:

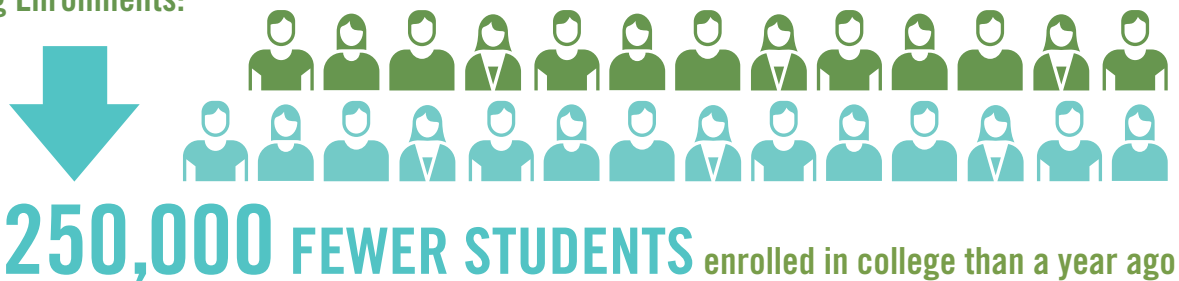
BEST YIELD EVER **36%**
Continued low selectivity **26%**



Recruiting diverse students

U.S. fertility declines, geopolitical strife, and affordability concerns are anticipated to bring the Undergraduate degree program under attack by 2023. We anticipate the magnitude of this change to mirror the declines we have experienced in the Graduate marketplace during the last decade:

Declining Enrollments:



BETWEEN 2011 AND 2019:

college enrollment nationwide has fallen by about **11%**
dropping by about **2.3 million students**

(National Student Clearinghouse Research Center – data released December 2019: <https://nscresearchcenter.org/current-term-enrollment-estimates-2019/>)

Demographic Trends:

Some experts predict that the college-going population will drop by **15%** between **2025** and **2029** and continue to decline by another percentage point or two thereafter.

(<https://hechingerreport.org/college-students-predicted-to-fall-by-more-than-15-after-the-year-2025/>)

Cost:

Cost of attending college **25% +** during the last decade
(making a college education feel unattainable and calling into question the ROI)

ALSO: • cost of operating a college has increased 
• government funding has declined 



<https://www.cnbc.com/2019/12/13/cost-of-college-increased-by-more-than-25percent-in-the-last-10-years.html>

<https://eab.com/insights/expert-insight/facilities/what-contributes-to-rising-college-costs/>

The Future of Work

The pace of change in the world and workplace is creating disruption in almost every industry, including higher education. The world is more connected, and complicated, than ever. These are the leading indicators of opportunity:

Advances in fields like **artificial intelligence and robotic process automation** mean that half the millennial workforce is expected to need to find work in jobs that have yet to be created.

(KPMG via Forbes: <https://www.forbes.com/sites/kpmg/2018/04/23/the-changing-nature-of-work-why-lifelong-learning-matters-more-than-ever/#499258921e95>)

The “future of work”—which has become a grand title for how we see employment developing going forward—creates an essential and growing need for **learning and education**.

Organizations are realizing that the future of work requires new skills and different skills and engaging in large-scale efforts to up skill and retrain workers. Employees are equally eager for learning opportunities. In fact, a LinkedIn “Future of Skills” study found that **more than two in five employees** say they have left a company because of a **lack of learning and development opportunities**.



These opportunities are especially relevant to institutions willing to be creative and dynamic in their programs, delivery methods, partnerships and business models. For Babson, conditions ripe with chaos and ambiguity, an accelerating pace of change, unresolved societal problems and disrupted industries equal fertile ground for entrepreneurship. As the recognized leader in entrepreneurship education, Babson is uniquely positioned to meet the needs of employers and employees, and create new educational opportunities that respond to the changing nature of the workplace.

As a triple-accredited institution, Babson also must address evolving principles and commitments identified by accreditors such as AACSB International in developing its strategy. The strategic planning process seeks to recognize **AACSB’s vision for business education**, including—among many other dimensions—preparing leaders to help create a more just, inclusive, and prosperous global society and advancing diversity and inclusion. Recent updates to the standards for accreditation reinforce the idea that


celebrating differences in people and ideas, and providing a safe and supportive environment in which to do so, enhances the educational experience in every business program. AACSB’s expectations is that business schools will **“unlock access and reduce barriers”** so that “disadvantaged or underrepresented populations have greater opportunity for full participation in business education and employment.” Further, according to AACSB, these schools, in their curriculum, research, and outreach, must be advocates for the **human dimension of business, with attention to ethics, diversity, and personal well-being**.

Unifying Opportunity

The need for strategic planning is acute: we must **address the market conditions and trends** detailed above with a sense of great urgency in order to maintain and extend our leadership position and financial health. The collaborative development of a new strategy for the College as an organization presents a timely and important opportunity to **unite the community** and generate both alignment and momentum at all levels.

{ It is essential that we capitalize on our strengths and set in place the conditions that will allow us to remain the leader in entrepreneurship education and thrive as a global learning institution. }

CHAPTER TWO



The Journey

How we rapidly developed
a shared plan to position
Babson to thrive

The Journey

How we rapidly developed a shared plan to position Babson to thrive

In May 2019, Babson launched a strategic planning process with a clear goal:

Engage the entire Babson community to rapidly develop a shared strategic plan for Babson to thrive in a changing environment.

In developing a new strategic plan for the College, the community was tasked with answering several key questions:

- How will Babson play a role in shaping the future of entrepreneurship and business education globally?
- What new skills, competencies, resources, and structures will be required of our organization to ensure Babson is a disruptor and delivers a high-value, transformational experience to an increasingly diverse student population?
- What educational needs will our students have in the future in order to continue to create economic and social value—everywhere?
- Given disruption in higher education, how do we develop the delivery systems, faculty of the future, and administrative skills to ensure Babson continues to lead and thrive in rapidly changing conditions?
- What does it mean for Babson to be a global college?
- How will we ensure Babson continues to make an outsized impact on business and society?

We formulated 10 guideposts based on approximately 400 interactions with Babson stakeholders and external thought leaders, to frame and shape the strategic planning effort:

1. Put students first
2. Transcend No. 1 ranking in Entrepreneurship—LEAD entrepreneurship education
3. Develop a business model that will thrive in a volatile marketplace
4. Collaboration is a necessity and competitive advantage
5. Diversity, equity, and inclusion fuels collaboration and can differentiate the College

6. Serve as our alumni's lifelong, go-to educational resource
7. Be market driven—think outside the campus, engage stakeholders
8. Practice what we teach-Entrepreneurial Thought & Action® (ET&A™)-market driven, disruption, pilot and pivot
9. Entrepreneurship “everywhere”—reach more people in more ways
10. Be bold, be disruptive, be different—we are leaders

The planning process presented a timely and important opportunity to engage the Babson community and ensure the organization embarked on its second century in a unified and aligned manner. From the start, the process was designed to be an inclusive and collaborate endeavor focused on:

- Engaging the entire Babson community as well as external stakeholders to generate the best ideas from most diverse insights possible
- Educating our community about disruption in higher education and Babson's need to evolve
- Building excitement and confidence that translates into strategy adoption and accelerated execution
- Helping unify the campus community by making this a model for transparent, inclusive process

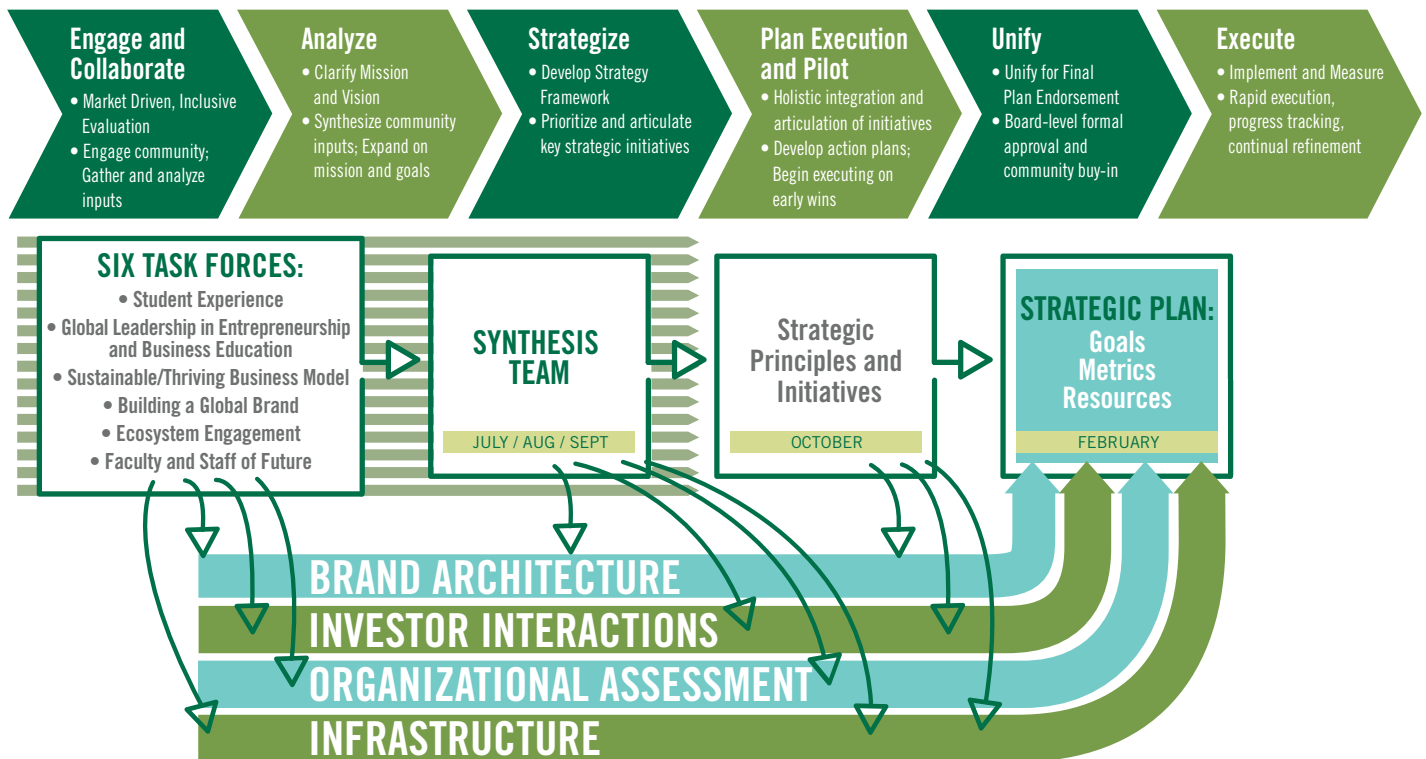
Stakeholders engaged through the process included:



The Process at-a-Glance

A significant engine driving the strategic planning process was six task forces, comprising more than 170 stakeholders, working diligently to analyze data, integrate community input, and generate ideas. Their collective efforts produced 30 guiding principles and 40 recommendations following more than 54 formal working sessions.

Members of these task forces were selected by the community. Anyone from Babson could nominate candidates from Babson faculty, staff, and other stakeholders, and candidates with the most nominations were assigned to task forces.



As the task force work progressed, major themes emerged, and the College's management team launched four parallel processes to support the strategic plan development:

- **BRAND ARCHITECTURE STUDY:** Engaged a world-class market research firm, FutureBrand, to conduct a brand architecture study and recommend ways to strengthen and elevate the Babson brand globally.
- **INVESTOR INTERACTIONS:** Socialized and shaped opportunities with potential investors, including the Arthur M. Blank Family Foundation and more than two dozen additional individuals and families interested in investing in entrepreneurial leadership, need-based scholarships, and Babson's efforts to address grand challenges.
- **ORGANIZATIONAL ASSESSMENT:** Partnered with Excalibur, a highly regarded consulting firm familiar with Babson, to facilitate a comprehensive organizational assessment process and determine how to structure Babson for success.
- **INFRASTRUCTURE REVIEW:** Began evaluating facilities' and technology needs to achieve the strategic vision.

Engagement

Since the process launched in the summer of 2019, the Babson community has enthusiastically embraced the opportunity to engage. Across the stakeholder spectrum, community members contributed more than 4,500 inputs—including email and online feedback, survey responses, and event participation—to guide and inform planning efforts.

Stakeholders engaged through a multi-modal program:



- Open call to nominate task force members
- Six task forces x 10 weeks of intensive engagement
- Three ET&A charrettes on key topics
- Survey on mission/vision/values
- Survey of external entrepreneurship practitioners and scholars
- Input session for alumni associate directors
- Governance input sessions
- Topical advances on data & analytics, innovation, and organizational assessments
- Input sessions with President's Advisors to the Strategic Plan (PASP)
- Brand study survey, discovery sessions, and focus groups
- Community forums on the strategic plan
- Community conversations series in Trim
- Organizational assessment interviews, focus groups, and online survey
- Ideas and suggestions submitted to strategicplanning@babson.edu



250 Nominations/
volunteers for
task forces

155 Ideas and
suggestions
via email

3,407
Responses to surveys

26 External
entrepreneurship
scholar/practitioner
inputs to plan

173 Stakeholders
participating in
task forces

481 Participants in
brainstorming
and feedback
sessions

74 Principles and
recommendations
generated by the
task forces and the
Synthesis team

50 External experts/
thought leaders
tapped as
president's advisors

Synthesis

A 23-member Synthesis team commenced it’s work in September 2019 to synthesize inputs and inform the development of a strategic framework. The Synthesis team, comprising 12 task force co-chairs as well as members of the College’s senior leadership team, evaluated and synthesized inputs ranging from market and survey data and task force outputs to the Academic Master Plan and Integrated Sustainability White Paper, and revisited all ideas and comments submitted by individuals via email and events.


The Synthesis team developed a set of evaluation criteria for ideas. The main criteria are ideas based on input from the Trustees and other advisors, and initiatives that are values-driven, bold, distinctive, and scalable.

Evaluation Criteria:

MISSION & VISION				
Key Driver	Values-Driven	Bold	Distinctive/ Differentiating	Scalable/ Sustainable

Informed by these criteria, the Synthesis team developed specific initiatives from all of the inputs developed to advance these principles in an executable, investable, and measurable way.

CHAPTER THREE



Learnings
Insights and Ideas
Driving the Strategy

Learnings

Insights and Ideas Driving the Strategy

Through more than four thousand inputs into the process, as well as considerable external data sources, the strategic planning process generated insights and ideas that helped inform and shape the strategy:

Brand Opportunity

From the brand study conducted in partnership with FutureBrand, we discovered important insights into the Babson brand and our competitive set(s). We learned that the brand is under attack as more universities invest in and promote entrepreneurship education offerings. And, these competitors are closing the gap quickly. Fortunately, the study found that there is opportunity for Babson to distinguish itself by broadening the definition of entrepreneurship and leveraging and coordinating our many assets and resources to drive our positioning in the market.

FutureBrand's findings are summarized here:

Summary of Key Findings			
1. Market Forces + E-ship	2. Competitor Models	3. Babson Model	4. Babson Culture
<ul style="list-style-type: none">• The future of work will be defined by frequent disruption• The skills that may best serve workers emphasize adaptability and leadership• These skills align with an entrepreneurship education• Stakeholders' understanding of the benefits of "e-ship" is no longer limited to startups	<ul style="list-style-type: none">• As more universities adopt e-ship education, there is less to distinguish one from another• Yet there is a lack of alignment between what many brands say and what they do• Babson has an advantage from a "say" and "do" perspective, but how does this translate into a meaningful competitive advantage?	<ul style="list-style-type: none">• Babson has almost too much to say on e-ship, which creates a lack of messaging priority• Babson's definitions for e-ship are not widely understood and its communications don't embrace e-ship of all kinds• The transdisciplinary curriculum is distinctive but not groundbreaking• Babson's fragmented and siloed ecosystem limits the ability to tell a bolder, more connected story	<ul style="list-style-type: none">• Faculty and staff are jaded from constant change• They exhibit lower levels of "trust" in Babson...• ...but their willingness to recommend and strength of relationships are signs of their commitment to Babson• Babson can come across as both elitist and insecure, which causes missed opportunities for the brand

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FutureBrand is a global brand transformation company. Based in the world's most exciting cities, the firm is an entrepreneurial group of brand, creative & experience experts. They help businesses grow even when times change by better connecting brand purpose to everyday experience. A world-class client roster includes Facebook, Merck, Cadillac, London 2012 Olympic Games, Bentley, American Airlines, Jefferson University, Southern New Hampshire and Babson College.

FutureBrand Recommendations:

1. LEAD AS A CHALLENGER BRAND: <p>The No. 1 ranking confers authority and permission but does not guarantee leadership or how to lead.</p>	2. BROADEN DEFINITION OF ENTREPRENEURIAL LEADERSHIP BECAUSE THE CURRENT IP TOOLS FALL SHORT <p>Celebrate all types of entrepreneurship—not just the startup—and bring greater clarity to the “mindset.”</p>	3. OPTIMIZE THE ECOSYSTEM TO DRIVE GREATER IMPACT WITH STAKEHOLDERS <p>Identify new architecture models that promote a stronger entrepreneurship focus: encompassing partnerships, leveraging the centers/institutes, increasing brand attribution.</p>	4. FOSTER INNOVATION IN YOUR OFFER—THE MARKETPLACE IS NOT STANDING STILL <p>Dynamic forces impacting students and workers require evolution and reinvention of curriculum, pedagogy style, and delivery formats.</p>	5. “BUILD” CHAMPIONS AMONG FACULTY AND STAFF <p>Cultivate champions who can lead Babson's next chapter.</p>
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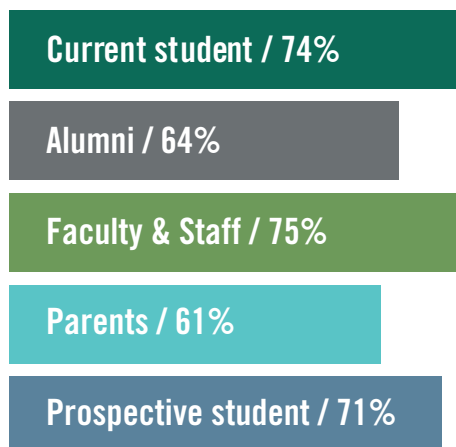
Broaden the definition of entrepreneurial leadership

Study shows that entrepreneurship is more than startups and encompasses key behaviors that can ladder up to a “mindset.”

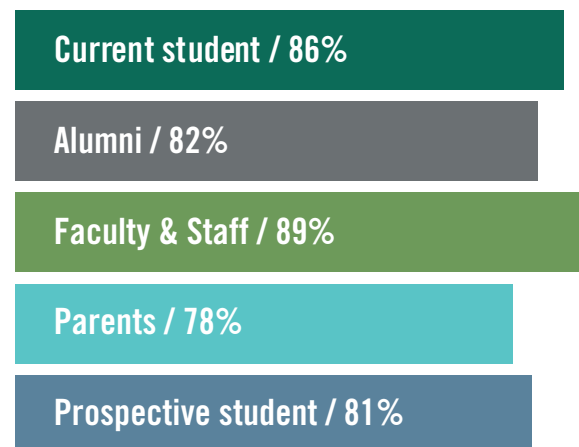
Among the study findings was an opportunity to extend our positioning from a focus on entrepreneurship as a PROCESS to entrepreneurial leadership which is about PEOPLE. This opportunity is rooted in the unique way (inclusive, integrated approach) Babson can prepare leaders with the mindset and skillset required to create sustainable solutions and value for themselves, their enterprises and their communities.

Applicability of Entrepreneurship Across Disciplines/Career Paths

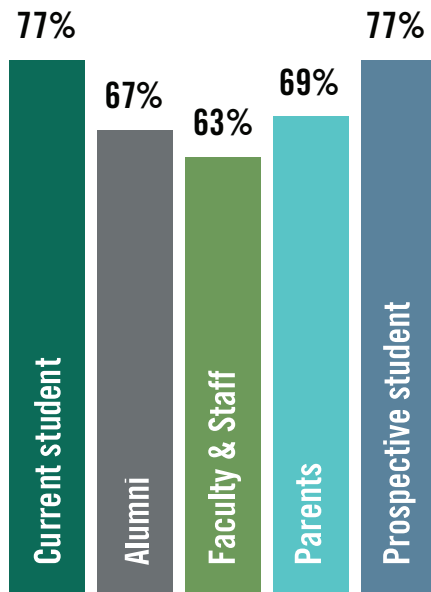
All higher education fields can benefit from an entrepreneurial teaching approach
(% Agree)



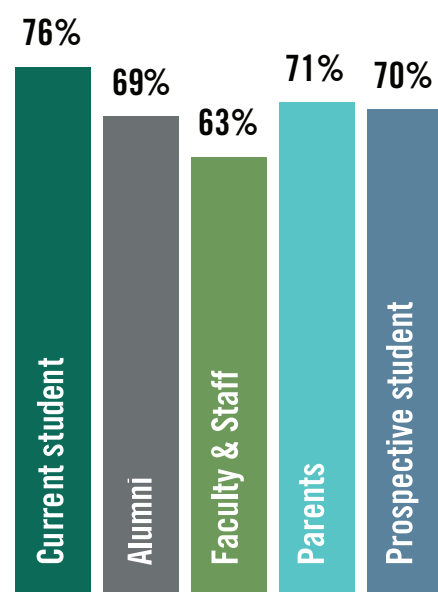
All career paths can benefit from skills related to entrepreneurship
(% Agree)



Views of Entrepreneurship as It's Taught in Higher Education

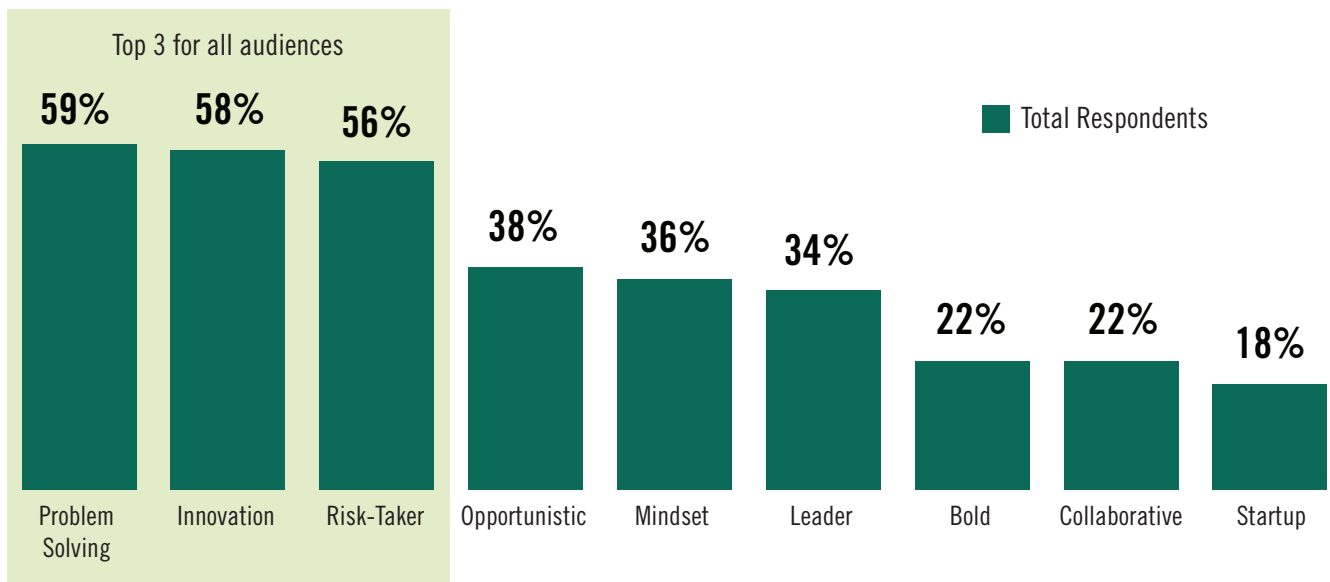


The ability to identify opportunities to turn innovations into new products/services



A proactive mindset that helps you thrive in either a startup or corporate environment

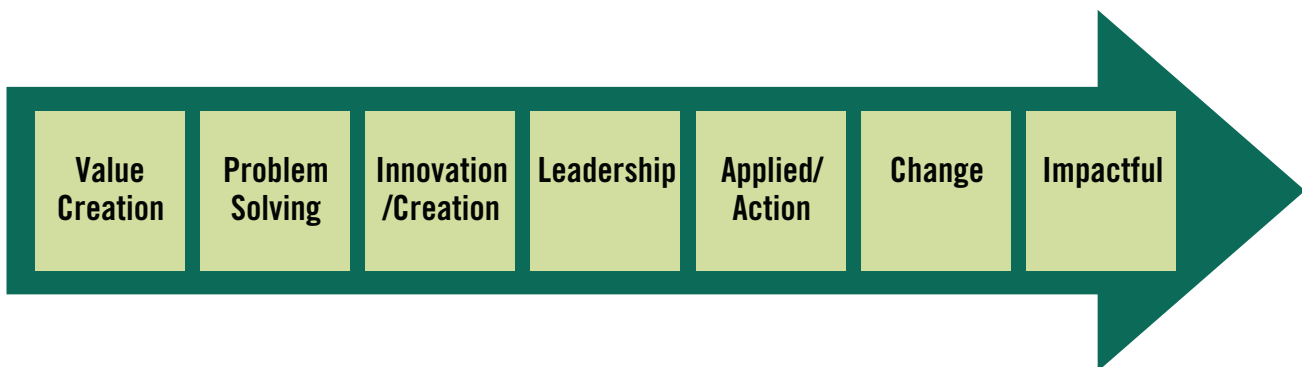
Top-of-Mind Associations with Entrepreneurship



Owning “How Babson Does It” encompasses these key areas:

ENTREPRENEURIAL MINDSET	TRANSDISCIPLINARY	UNIVERSAL APPLICATION	UNIQUE FOCUS
Emphasize the behaviors/skills	Identify the disciplines that complement entrepreneurship	Bring “Entrepreneurship of All Kinds” to life	Leverage entrepreneurship ecosystem
<ul style="list-style-type: none"> • Problem solving • Critical thinking • Innovative • Collaborative 	<ul style="list-style-type: none"> • Marketing and management closely tied to e-ship • Experiential style courses (FME) 	<ul style="list-style-type: none"> • Startup (FME) • Existing enterprise • Government • Non-profit 	<ul style="list-style-type: none"> • Academic department • Centers/Institutes • Syndicated research

One of the strategic planning task forces, “Building a Global Brand”, reached many of the same conclusions as the external study. In fact, the Global Brand Task Force called for a broader definition of entrepreneurship that all stakeholders can understand and support with emphasis on the following attributes:



This Task Force also conveyed a need for the College to realign brand equity and speak to the market in our united voice—alternately using Babson as the primary brand, being more intentional and coordinated in promoting its multiple identities (e.g. maintained through the schools, centers and programs).

Task Force and Synthesis Findings

Core Values

Through the Vision/Mission/Values survey conducted as well as through the task forces’ work, the Babson community repeatedly identified a need and opportunity to reevaluate the College’s commitment to Diversity, Equity and Inclusion. Specifically, survey submissions, task force inputs and recommendations and explore the opportunity this strategic planning process creates to achieving “inclusive excellence” in everything we do. To ensure that this commitment would be institutionally adopted and long-term in nature, the strategic planning team recommended Babson’s core value of Diversity be strengthened and expanded to “Diversity, Equity and Inclusion”. A new framework and plan to build awareness and adoption of this value is under development and will be incorporated into the final strategic plan.

As part of the values work, we developed a shared set of beliefs. These came from the values survey, task force work, and synthesis team’s discussion of values. These values are embodied in “We are Babson. We Believe...”, expressed in a video, and posters throughout campus. (See page 21).

Organization and Culture

Building on the record levels of engagement experienced during the presidential search process in 2019, the strategic planning process provided yet another opportunity to unify and galvanize the Babson community.

Despite significant levels of distrust and fragmentation across the campus community, we found the Babson community ready and willing to engage enthusiastically in the planning process. That said, while Faculty and Staff say they are ready for change, many are entrenched in siloed efforts and unwilling to think institutionally. The strategic plan includes key approaches to remaking the Babson organization in order to realize our ambitions. These essential steps, which including building a culture of trust and collaboration, evolving our faculty model and achieving metric-driven operational excellence in all areas, are underway and will be addressed on an ongoing basis as other aspects of the strategic launch.

Market Driven

The task forces identified the need for Babson to be more market driven, and to be more engaged with stakeholders in the market. There is a sense of Wellesley-centric thinking, that needs to be more outwardly facing and global, to be tightly in synchronization with the changing needs of the market. Program offerings, structure, credentials, and modalities need to be driven by market desire and pricing, rather than internal considerations.

Business Model

Given the disruptive forces in higher ed, and the need to be able to change, the task forces identified the need for rationalizing resource allocation. There is a need to evaluate the organization to get the right people in the right roles, and to analyze resource allocation for alignment with strategy. There are numerous redundancies and inefficiencies embedded in the plethora of organizations, departments, centers, etc. across campus. Sharing resources, systems, capacity, coordination of efforts where it makes sense (not just for cost savings, but for strategic alignment) and maximizing relevant opportunities.

There is a need for metrics driven decision making, and for goals and KPIs against which to measure performance.

Thought Leadership that Impacts Practice

Multiple Task Forces produced recommendations tied to generating more thought leadership and research projects that impact business practice. Through this work we learned that the community aspires to be better known in both practitioner and academic circles for our interdisciplinary and innovative scholarship, as well as our pedagogy, to be the definitive source of thought leadership relating to the evolution of entrepreneurship and to more intentionally and rigorously capture the impact Babson's thought leadership is having in the world.

Elevate Experiential Learning

Based on student and employer inputs, Babson's experiential offerings continue to be a difference maker in terms of satisfaction and early career success. Across the task forces, recommendations were offered to bolster experiential learning opportunities for all students.

Advancing Babson's Mission through Partnerships and Affiliations

As the Task Force work progressed, major themes emerged. As part of the values work, we developed a shared set of beliefs. These came from the values survey, task force work, and synthesis team's discussion of values. These values are embodied in "We are Babson. We Believe...", expressed in a video, and posters throughout campus. Through the six strategic planning task forces emerged a reinvigorated desire to leverage existing relationships and build new, strategic relationships that support the College's mission and brand promise. This openness to partnerships with leading universities and global organizations was a surprising and welcome outcome. Support exists for relationships that range from establishing joint degree programs and increasing affiliates' access to our online content to working with partner organizations to deliver entrepreneurship programs to secondary and/or undergraduate students at sites around the world and increasing Babson's network of partner organizations to benefit students' experiential learning.

Community members regularly referenced Babson's relationships with Olin College and Wellesley College in these discussions. To note, we were not successful in our attempts to engage Wellesley College leadership and faculty in the strategic planning process. We were, however, grateful for the participation and contributions of Olin President Rick Miller and Faculty member Ben Linder throughout the early planning stages.

Undergraduate Education

Initial strategic planning efforts focused heavily on exploring ways to create a more effective and productive post-Undergraduate model given the dramatic changes to the Graduate and Executive Education landscapes. Several important approaches emerged to ensure Babson's captures this market and meets its distinctive learning needs. In more recent weeks, and at President Spinelli's urging, the strategic planning team has explore more fully the need to address serious headwinds and market forces impacting Undergraduate education. The strategic planning team pivoted and focused anew on ensuring Babson's strategy emphasized novel ways to build and scale alternative undergraduate education offerings for 18-22 year olds, as well as late-in-life degree seekers, ahead of these negative trends.

Importantly, the Babson community is hungry for a “north star” and a clear strategy that leads to real impact. Based on more than 4,000 inputs into this planning process, we have captured the following articulation of the Babson community’s beliefs and aspirations as the College enters its second century.

(See on the next page).

WE ARE BABSON. WE BELIEVE...

Entrepreneurship is core to humanity.

We each carry within us vast potential to create new solutions, act on our values, and impact the world in positive and powerful ways.

Babson can unleash and amplify this potential to have impact.

With a developed entrepreneurial mindset, training, and inspiration, people everywhere can create lasting value for ourselves, our communities, and the world.

How we learn, teach, and operate must evolve.

We each must continually reinvent ourselves by acquiring new skills and knowledge. Colleges and universities also must reinvent themselves, engaging learners more deeply, co-creating relevant, experiential learning and real problem-solving opportunities.

Entrepreneurship is the most powerful driver of positive change.

Entrepreneurship is the most powerful tool there is to confront and overcome today's challenges and find opportunity in change.

We are stronger together.

We can achieve more when we move powerfully together, respecting and trusting each other, developing and strengthening networks, and connecting with diverse, multiple, even unlikely partners in order to accomplish shared goals.

We must break barriers to access and opportunity.

We can create value for everyone, everywhere. There can be no edge. Everyone should have access to opportunities, and to the tools for learning and untethered self-determination.


We can have impact everywhere.

We can educate and act across geography, across politics, across demographics, and across the lifespan.

There is no choice between societal and economic value.

We must have both. Each creates and strengthens the other. Finding, developing, and scaling opportunities that do both, simultaneously, is the ultimate challenge of our time.

CHAPTER FOUR



Current Outputs

Strategic principles guiding our
work and the specific initiatives
bringing the strategy to life

Current Outputs

Strategic principles guiding our work and the specific initiatives bringing the strategy to life

Informed by the 4,000 plus constellation of inputs and published evaluation criteria, the Synthesis Team developed four strategic principles to guide and inform the strategic plan.

Included are three transformational principles designed to ensure Babson continues to lead and thrive in profoundly disruptive conditions:

- 1. Inspire and empower entrepreneurial leaders to thrive in any context**
- 2. Build and leverage the most impactful, networked global entrepreneurial ecosystem**
- 3. Engage learners on their term**

The fourth principle focuses on how we, as a community, operate and collaborate to strengthen the institution and position the College to achieve its ambitions:

- 4. Model entrepreneurial leadership**

Strategic Principles

Inspire And Empower Entrepreneurial Leaders To Thrive In Any Context

- » Define and own the broad definition of entrepreneurship, which includes creating economic and social value simultaneously.
- » Extend entrepreneurship, which is focused on process, to entrepreneurial leadership, which is about people. Draw from all disciplines to educate learners in entrepreneurial leadership skills.
- » Support application of these skills in any context—startups, social ventures, large corporations, government, and beyond.

Build And Leverage The Most Impactful, Networked, Global Entrepreneurial Ecosystem

- » Be the catalyst and orchestrator of ecosystems to amplify and scale Babson impact.
- » Develop a partner-first approach, seeking partners to achieve Babson goals to harness the resources of ecosystems and continue to have an outsized impact.
- » Utilize ecosystem relationships to increase experiential and global learning opportunities for students.

Engage Learners On Their Terms

- » Be student centric, and adapt to student needs.
- » Reframe students as learners.
- » Engage on their terms—across their career path with lifelong learning, online for distance-enabled education, and with content and credential formats that meet their needs and the evolving needs of industry.

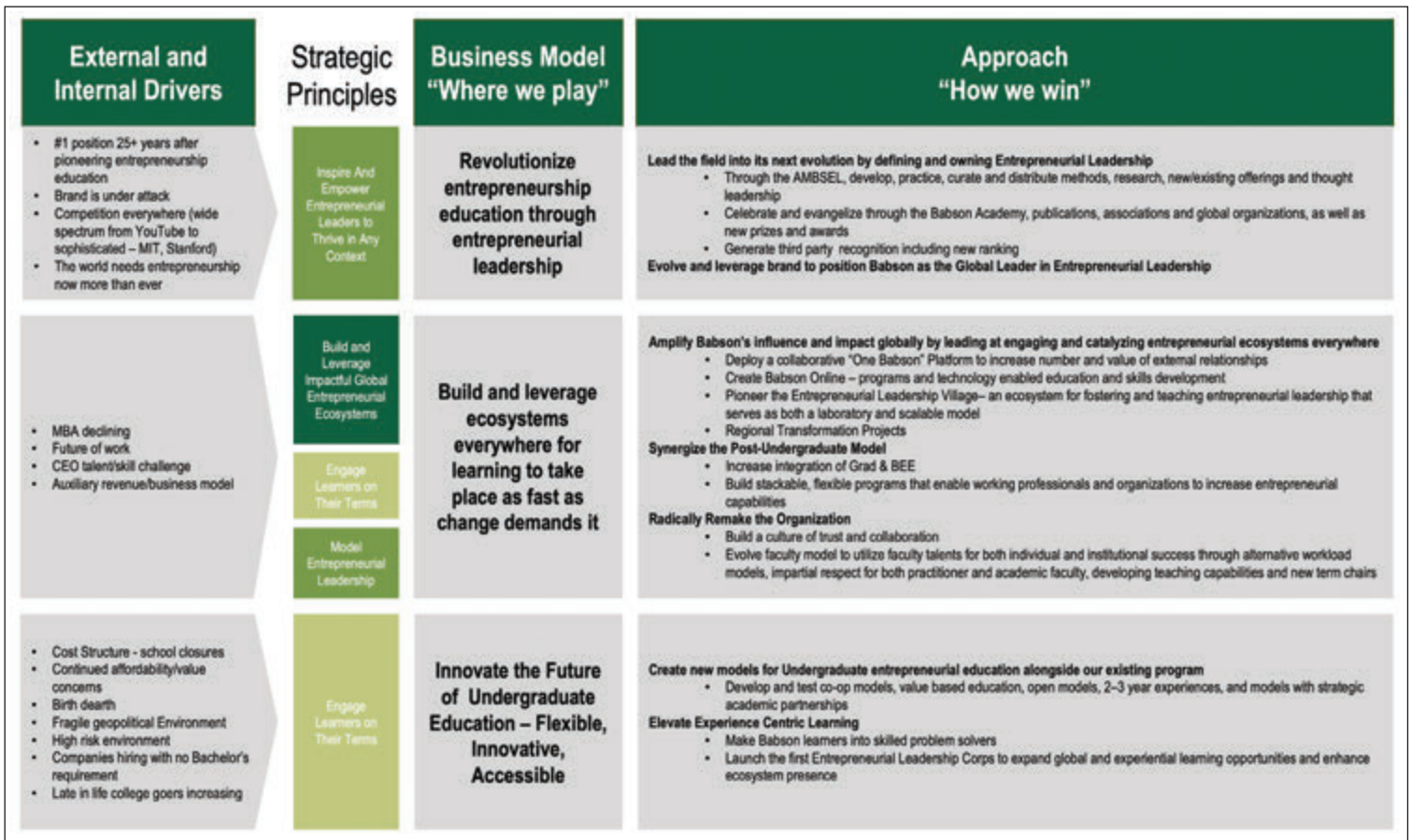
Model Entrepreneurial Leadership

- » Practice what we teach—be the model for entrepreneurial leadership and the high-performance organizations we want our students to create and influence.
- » Drive a culture of collaboration and trust.
- » Become a metrics-driven, decision-making enterprise.

The Board of Trustees unanimously endorsed four strategic principles as a framework for developing a comprehensive strategic plan to be submitted to the Board of Trustees for review in February 2020.

DRAFT Strategic Framework

see appendix on next page for full screen view



Key questions with this strategy:

1. Are we leading in entrepreneurship education?
2. Are you encouraged that this strategy will address the need for a sustainable and scalable business model?
3. Is the portfolio of initiatives the right mix of pioneering, early leader, and intelligent follower strategies?
4. Will this strategy generate investor support and galvanize our community?
5. What is your risk tolerance for the plan and how do you define it?

APPENDIX

