

**BOARD OF HIGHER EDUCATION**  
**REQUEST FOR COMMITTEE AND BOARD ACTION**

**COMMITTEE:** Strategic Planning

**NO.:** SPC 19-02

**COMMITTEE DATE:** October 16, 2018

**BOARD DATE:** October 23, 2018

---

**APPROVAL OF MASSACHUSETTS BAY COMMUNITY COLLEGE STRATEGIC PLAN**

**MOVED:** The Board of Higher Education hereby approves the **Massachusetts Bay Community College** Strategic Plan, 2017-2022: A Catalyst for Transformation, and authorizes the Commissioner to forward the same to the Secretary of Education for final approval pursuant to Massachusetts General Laws Chapter 15A, Sections 9(l) and 22(l).

**Authority:** Massachusetts General Laws Chapter 15A, Sections 7, 9(f), 9(l) and 22(l); BHE By-Laws, Article I, Section 3(d) and Article III.

**Contact:** Winifred M. Hagan, Ed.D.  
Associate Commissioner for Academic Affairs and Student Success

## Background

A fundamental responsibility of the BHE is to provide overall direction to the state's system of public higher education. The Board enacts this responsibility by establishing statewide goals and by regularly measuring and reporting progress toward these goals building upon the foundation of the Vision Project and Closing Gaps. Articulating statewide goals has no impact on creating greater equity in public higher education unless these goals and performance metrics are embraced by the individual colleges and universities and incorporated into their strategic plans. Massachusetts state statute therefore charges the BHE and the Secretary of Education with reviewing and approving campus strategic plans. M.G.L. c. 15A, §§9(f), 9(l) and 22(l); BHE By-Laws, Article I, Section 3(d) and Article III.

### Massachusetts Bay Community College Planning Process

Touch Point I took place on September 19, 2017 with President David Podell, and Commissioner Carlos Santiago with staff and members of the Mass Bay (MBCC) leadership team. MBCC had already engaged 9 subcommittees representing all constituencies to determine the internal needs and best direction for the college. The leadership team had also reviewed BHE's Strategic Planning Guidelines and was ready to develop the planning with external partners in higher education, PK-12, and employer communities. Framingham State was a significant partner and Presidents Podell expected that he and President Cevallos would be intentional in this work.

Touch Point II took place on January 16, 2018 at the Strategic Planning Committee meeting. President Podell remarked that the campus began its' process in July 2016, soon after his arrival and prior to the official Touch Point I. MBCC created subcommittees clustered into five groupings and began to develop the plan, which was presented as a work-in-progress. MBCC identified potential programs, programs to phase-out, and programs in which to invest further. The plan further reflected the understanding that declining enrollment is a significant factor. The Committee members recommended that as the plan is further developed it should have a clearer focus in addition to presenting a comprehensive strategy for the years ahead.

Touch Point III: In May 2018 the Massachusetts Bay Community College Board of Trustees approved *the MBCC Strategic Plan, 2017-2022: A Catalyst for Transformation*. On June 18, 2018 President Podell submitted the plan to Commissioner Santiago and on October 9, 2018 the plan was distributed to the Strategic Planning Committee.

### STAFF ANALYSIS AND RECOMMENDATION

Staff thoroughly reviewed all documentation submitted by the Massachusetts Bay Community College at Touch Point II and Touch Point III. Staff recommendation is for approval of the proposed **Strategic Plan, 2017-2022: A Catalyst for Transformation**.