

BOARD OF HIGHER EDUCATION
REQUEST FOR BOARD ACTION

NO.: BHE 23-22

BOARD DATE: December 13, 2022

APPROVAL OF NORTH SHORE COMMUNITY COLLEGE STRATEGIC PLAN

MOVED: The Board of Higher Education hereby approves **TRANSFORMING THE FUTURE WITH OUR COMMUNITY: North Shore Community College Strategic Plan 2022-2027** 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).

VOTED: Motion approved and advanced to the full BHE by the Executive Committee on 12/5/2022; and adopted by the BHE on 12/13/2022.

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, Section 2.

Contact: Winifred M. Hagan, Ed.D.
Senior Associate Commissioner for Strategic Planning and Public Program Approval

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. 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, Section 2.

North Shore Community College Planning Process

Following a one-year extension as a result of the pandemic and leadership changes at North Shore Community College (NSCC) *Touch Point I* took place virtually on April 13, 2022 with Commissioner Santiago and staff. President Heineman and NSCC's eleven-member leadership team were in attendance. NSCC presented on the planning progress to date including the urgent need for action to address a context of rapid change. The team identified how NSCC would proceed including a timeline that began in December 2021 and reached through the fall of 2022. It was planned to begin with an Appreciative Inquiry approach and environmental scans for community needs opportunities and challenges. This would be followed by a Summit to identify a new vision and priorities. As a result of these, NSCC expected to then write a plan that would be truly transformational. NSCC further shared a snapshot-in-time of their progress, underscored their emphasis on highly effective communications between and among stakeholders, and noted that a running record and documentation of the campus strategic planning process was central to the work of planning. A question-and-answer session followed the presentation by President Heineman and Co-Chairs. Commissioner Santiago provided an overview on BHE current expectations. DHE staff suggested the planned Summit in May 2022 might include NSCC also thinking about

their role on the public higher education landscape and referenced the story NSCC has to tell regarding collaborations with Salem State University. Staff also underscored the role of NSCC as citizen of the north shore region be included as significant to future plans.

Touch Point II began when NSCC submitted a draft of the campus plan on September 16, 2022 and on September 27, 2022 after a thorough review of materials by Commissioner Santiago and staff, a dialog took place with President Heineman and core leaders of the NSCC Strategic Planning Committee. A review of the draft plan found it to be elegant in that the actual process was developed in a precise, layered, and systematic way, abiding inclusivity at each level. The plan was found to be designed as an adaptive and living document, able to adjust and respond to people, circumstances, events, and experiences throughout the course of its implementation. The new vision statement included in the plan reflected the timely realities and aspirations of NSCC and it was especially well aligned with the foundational document *'The New Undergraduate Experience'* and the Equity Agenda of BHE. The strategic priorities emerging from the new vision and their corresponding actions were tethered clearly to each of the strategies and readily monitored, providing NSCC with a real-time compass as it moves toward goals. Commissioner Santiago commented that the introduction and context clearly indicate the challenges that NSCC will face. He provided that the implementation of the plan would benefit from more detailed indicators for how NSCC will manage remediation, monitor progress toward graduation rates, and enrollment change. President Heineman indicated that the NSCC Board of Trustees had offered similar feedback, and this will be addressed in the final draft. He also noted that NSCC is deciding on whether some of the measures will be emergent or whether they will be definitively projected. He suggested that stakeholders have compelling rationale for both. Staff responded with an example of a prior plan that included both aspirational measures for success juxtaposed with clearly attainable measures and underscored that a both/and solution could work for BHE. The NSCC plan was found to include all the required components in the Campus Strategic Planning Guidelines.

Touch Point III: On October 27, 2022, the NSCC Board of Trustees approved the strategic plan. On the same day, President Heineman submitted the revised plan to Commissioner Santiago and on December 2, 2022, the plan was distributed to the members of the Board of Higher Education.

STAFF ANALYSIS AND RECOMMENDATION

Staff thoroughly reviewed all documentation submitted by North Shore Community College at Touch Point II and Touch Point III. Staff recommendation is for approval of the proposed **Transforming the Future with our Community: North Shore Community College Strategic Plan 2022-2027**.