

**BOARD OF HIGHER EDUCATION**

**REQUEST FOR BOARD ACTION**

**NO.:** BHE 21-30

**BOARD DATE:** October 20, 2020

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**APPROVAL OF CAPE COD COMMUNITY COLLEGE STRATEGIC PLAN**

**MOVED:** The Board of Higher Education hereby approves the **Cape Cod Community College** Strategic Plan 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 adopted by BHE 10/20/2020.

**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., 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 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.

### Cape Cod Community College Planning Process

Touch Point I took place on September 28, 2018 with President John Cox, and Commissioner Carlos Santiago during a site visit at Cape Cod Community College (CCCC). The Commission on Institutions of Higher Education (CIHE) accreditation review process had just been completed by CCCC with the campus strategic plan's future goals and objectives included. There were approximately 25 attendees at the Touch Point I site visit including vice presidents, deans, faculty, and staff. Commissioner Santiago introduced the Board of Higher Education's (BHE) expectations for the Strategic Planning process, citing elements that BHE will expect to see in the final plan and noting that the Equity Agenda is central to system-level goals. He noted that student-ready<sup>1</sup> colleges add value to the public system by increasing student access and completion. The Commissioner cited an example for revising remediation policies by replacing the use of single test scores with co-requisites and other, multiple means of ensuring ongoing student learning and success.

Touch Point II took place on May 15, 2020 after the planning process had been delayed for a variety of reasons including a data breach, a strong response to creating new programmatic initiatives due to the closure of Mt. Ida College, senior administrative changes, and the Covid-19 pandemic. The Commissioner and staff reviewed CCCC's draft plan in early May 2020 between BHE meetings on May 5 and June 23rd. The plan was not circulated to the members of the Strategic Planning Committee as is typical at Touch Point II, due to the severity of the pandemic, the suspension of the BHE committee structure and the correlating intensity of BHE meetings and motions throughout the spring. Thus, the strategic planning staff and the Commissioner provided substantive feedback to CCCC during a telephone conference on May 15<sup>th</sup>, following a thorough review of the draft. The draft plan was found to be thoughtful, careful, timely, and fully actionable. All the right elements were included in the plan as required by BHE guidelines and a comprehensive, inclusive approach to the planning process was evident. Technical changes were

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<sup>1</sup> *Student-ready colleges represent the idea that expectations around "college-readiness" can be biased, ethnocentric, and elitist. Institutions must instead move decidedly toward inclusive and pluralistic student-ready pedagogies and practices.*

recommended to be included at Touch Point III. It was suggested that the sections of the plan be reordered to highlight the plan's more significant components in the beginning of the document, and the Commissioner emphasized the importance of clearly indicating what CCCC is proposing to do, that was not done before 2020, to achieve its' ambitious success rate.

Touch Point III: On September 8, 2020, the Cape Cod Community College Board of Trustees approved *Cape Cod Community College Strategic Plan 2020- 2025: Student Achievement and Community Stewardship*. On September 11, 2020, President Cox submitted the plan to Commissioner Santiago and on October 13, 2020 the plan was distributed to the Board of Higher Education.

### **STAFF ANALYSIS AND RECOMMENDATION**

Staff thoroughly reviewed all documentation submitted by the Cape Cod Community College at Touch Point II and Touch Point III. Staff recommendation is for approval of the proposed **Cape Cod Community College Strategic Plan 2020- 2025: Student Achievement and Community Stewardship**.