

BOARD OF HIGHER EDUCATION
REQUEST FOR COMMITTEE AND BOARD ACTION

COMMITTEE: Strategic Planning

NO.: SPC 15-04

COMMITTEE DATE: June 1, 2015

BOARD DATE: June 16, 2015

APPROVAL OF MASSASOIT COMMUNITY COLLEGE REVISED MISSION STATEMENT

MOVED: The Board of Higher Education hereby approves the request of **Massasoit Community College** to revise the College's mission statement to read as follows:

Mission Statement

Massasoit Community College is a dynamic, diverse learning community that supports all students in their education, leading to a career, transfer to four-year institutions, and the pursuit of lifelong learning. Faculty and staff are committed to student success and strive to offer accessible and innovative programs with comprehensive support services to prepare students for membership in a global society.

Statement of Values

Commitment to Student Success

We are committed to engaging students as active learners by providing a range of curricular and extra-curricular opportunities to explore, develop, and achieve educational and personal goals.

Commitment to Access and Affordability

As an open-enrollment institution of higher education, we are committed to providing access to a relevant, affordable education that positions and supports students from all socio-economic backgrounds to achieve their academic and professional goals.

Commitment to Diversity and Inclusion

We strive to reflect the diversity of our community in our student body, faculty, staff, and trustees by creating an inclusive environment that ensures equitable treatment for all.

Commitment to Excellence

We are a catalyst for innovation, creativity, academic excellence, and the open exchange of ideas, fostering high expectations and inspiring students, faculty, and staff to reach their full potential.

Commitment to the Community, Civic Engagement, and Regional Economic Development

We value our role as both a leader and an integral part of the academic, civic, and economic fabric of the region we serve. We strive to generate and maintain reciprocal relationships with education, community, and business partners to develop programs that meet the needs of our students, the community, and the regional workforce.

Commitment to Sustainability

We value the three spheres of sustainability: environmental, social, and economic. We demonstrate our commitment by striving to reduce our ecological footprint; making sustainability integral to our decision-making; and preparing our students to address the critical environmental, social, and economic challenges of the 21st century.

The Board further authorizes the Commissioner to forward the same to the Secretary of Education, pursuant to Massachusetts General Laws Chapter 15A, Section 7.

Authority: Massachusetts General Laws Chapter 15A, Sections 7, 9(e), and 22(n)

Contact: Carlos E. Santiago, Ph.D., Senior Deputy Commissioner for Academic Affairs

**BOARD OF HIGHER EDUCATION
June 2015**

Massasoit Community College Mission Statement

The Board of Higher Education (BHE) has the authority and responsibility to develop mission statements for the overall system of public higher education and each of the three segments of the system, subject to the approval by the Secretary. M.G.L. c. 15A, §7.

The Mission of the Massachusetts System of Public Higher Education and the Mission of the Community Colleges are attached to this motion as "Attachment A." In addition, the BHE is responsible for reviewing and approving institutional mission statements. M.G.L. c. 15A, §9(e) and §22[n].

Massasoit Community College Planning Process

Massasoit Community College (MCC) began the process to revise the College's Mission Statement and Statement of Values as part of a larger conversation around the institution's New England Association of Schools and Colleges (NEASC) reaccreditation visit.

In February 2014, as part of a Cabinet retreat on strategic planning and the future of the institution, President Charles Wall initiated a discussion about Massasoit Community College's mission. Subsequently, he named a subcommittee of Cabinet to craft a draft revision to the Mission Statement and Statement of Values.

The newly formed subcommittee drafted a Mission Statement and Statement of Values. The draft was then discussed and edited at a half-day Cabinet retreat that included several faculty and deans in Summer 2014. In Fall 2014, the updated draft was given to the College's NEASC Self-Study Standard One Mission and Purposes subcommittee to manage the College-wide review and input process. The Committee created and conducted a College-wide survey to provide a forum through which the College community could offer its input on the draft.

The College-wide survey was open for a period of three months, from November 2014 to January 2015. There were 165 respondents (10% faculty and 15% staff) and based on their feedback, the NEASC subcommittee updated the draft and brought it before the Cabinet in January 2015. President Wall created a separate subcommittee of the Cabinet to review the draft for style and this group completed their work in February and presented their final recommendations to the president at that time.

Current and New Mission Statements

Massasoit Community College's current Mission Statement, which was adopted in September 2007, reads as follows:

We at Massasoit Community College pride ourselves in our tradition of excellence and in our historic mission of accepting all who desire to learn. We are dedicated to creating a challenging and supportive environment where the members of our community can attain their educational and personal goals. We encourage all to take responsibility for their learning, to discover their potential, and to achieve their ambitions.

Recognizing that our diversity is an important source of our strength, we respond to the needs of our community and expect that everyone at Massasoit respects the rights and affirms the dignity of all people. We strive to construct a safe and trustful environment where together we can engage in open dialogue.

To achieve this mission we set forth the following goals.

1. **We will offer a wide range of quality, affordable associate degree, certificate, and short-term training programs to prepare our students for employment and/or transfer to baccalaureate institutions and to promote the development of critical skills. This goal will be accomplished by**
 - Promoting the mastery of basic competencies in all programs of study
 - Keeping class size small to encourage faculty and student interaction
 - Generating high-quality library and learning resources
 - Providing individualized academic support services tailored to meet diverse student needs
 - Supplying technologically well-equipped classrooms, laboratories, facilities; and distance learning capabilities
 - Continuing to assess and improve the quality of our offerings.

2. **We will continue our commitment to attracting, retaining, and supporting full- and part-time faculty who are dedicated to teaching community college students by**
 - Providing professional development to inspire enthusiasm, expand knowledge, and affect innovation
 - Encouraging participation in classroom and college-wide research, professional organizations, and independent scholarship
 - Furnishing human and technical resources
 - Promoting professional standards and ethical practices.

3. **We will create a supportive environment that encourages self-knowledge, community involvement, and global awareness by**
 - Recruiting, supporting, and retaining staff and students from all backgrounds
 - Strengthening the ability to work collaboratively
 - Providing personal support, health services, and career planning
 - Offering social, cultural, and athletic activities
 - Fostering appreciation for the fine and applied arts
 - Promoting multicultural and international activities and experiences.

4. **We will assess and respond to the needs of our extended communities by**
 - Designing programs that include partnerships with business, industry, government, health care providers, and service organizations
 - Interacting with high schools, universities, and other colleges, and creating fluent transitions for students
 - Projecting and targeting educational and employment opportunities and developing essential programs.

5. **We will exercise managerial and fiscal responsibility by**
 - Attracting, supporting, and retaining dedicated administrative, professional, and classified staff
 - Managing our resources effectively, efficiently, and innovatively
 - Pursuing additional resources to improve our programs and services

- Enhancing communications between campuses and among divisions, departments, and individuals*
- Assuring accessible, safe, and well-maintained campuses.*

Massasoit's new Mission Statement reads as follows:

Massasoit Community College is a dynamic, diverse learning community that supports all students in their education, leading to a career, transfer to four-year institutions, and the pursuit of lifelong learning. Faculty and staff are committed to student success and strive to offer accessible and innovative programs with comprehensive support services to prepare students for membership in a global society.

Massasoit's new Statement of Values reads as follows:

Commitment to Student Success

We are committed to engaging students as active learners by providing a range of curricular and extra-curricular opportunities to explore, develop, and achieve educational and personal goals.

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Rationale for Change:

The College typically reviews its Mission Statement and Statement of Values every ten years. A ten-year cycle ensures the statements remain timely and appropriate, and align with both institutional and statewide priorities. This schedule of review also coincides with the College's NEASC accreditation timeline, for which the institution must evaluate the statements as part of the self-study effort.

For many years, community college mission and values statements tended to take a full-spectrum approach, aiming to address all aspects and functions of an institution. In recent revisions to their mission statements and statements of value, institutions have adopted a focused approach that allows for a succinct declaration of the institutions' highest priorities and aspirations. Massasoit embraced this philosophy in crafting these proposed revised statements.

Another factor in revising the College's mission and values statements was the need to create its 2015-17 strategic plan. The mission and values statements serve as the underpinning of the College's strategic plan, helping to inform the institution's strategic priorities over the plan period. It is therefore imperative that the statements be timely, reflective of the institution's aspirations, and aligned with statewide objectives and goals.

On April 8, 2015, the MCC Board of Trustees discussed and approved the Mission Statement and Statement of Values.

ATTACHMENT A

Mission of the Massachusetts System of Public Higher Education

Massachusetts Public Higher Education is a SYSTEM with a distinguished past, increasing and measurable accomplishments, and dedicated to being recognized as having one of the nation's most outstanding array of institutions. It comprises 15 community colleges, nine state universities, and five campuses of the University of Massachusetts. The system exists to provide accessible, affordable, relevant, and rigorous programs that adapt to meet changing individual and societal needs for education and employment. The public system is committed to continuous improvement and accountability in all aspects of teaching and learning. The Board of Higher Education, together with each respective Board of Trustees, expects all students, faculty, and staff to be held to exacting standards in the performance of their roles and responsibilities.

Mission of the Community Colleges

The fifteen Massachusetts Community Colleges offer open access to high quality, affordable academic programs, including associate degree and certificate programs. They are committed to excellence in teaching and learning and provide academic preparation for transfer to four-year institutions, career preparation for entry into high demand occupational fields, developmental coursework, and lifelong learning opportunities.

Community colleges have a special responsibility for workforce development and through partnerships with business and industry, provide job training, retraining, certification, and skills improvement. In addition, they assume primary responsibility, in the public system, for offering developmental courses, programs, and other educational services for individuals who seek to develop the skills needed to pursue college-level study or enter the workforce.

Rooted in their communities, the colleges serve as community leaders, identifying opportunities and solutions to community problems and contributing to the region's intellectual, cultural, and economic development. They collaborate with elementary and secondary education and work to ensure a smooth transition from secondary to post-secondary education. Through partnerships with baccalaureate institutions, they help to promote an efficient system of public higher education.

The community colleges offer an environment where the ideas and contributions of all students are respected. Academic and personal support services are provided to ensure that all students have an opportunity to achieve academic and career success. No eligible student shall be deprived of the opportunity for a community college education in Massachusetts because of an inability to pay tuition and fees.