

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

COMMITTEE: Strategic Planning

NO.: SPC 17-02

COMMITTEE DATE: November 29, 2016

BOARD DATE: December 6, 2016

PROPOSAL TO ACCEPT REVISED CAMPUS STRATEGIC PLANNING GUIDELINES

MOVED: The Board of Higher Education hereby adopts the attached 2016-2017 Campus Strategic Planning Guidelines and Procedures. The attached guidelines amend and supersede the BHE's 2015 campus strategic planning guidelines (BHE 15-10).

Authority: Massachusetts General Laws Chapter 15A, §§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 regularly measuring and reporting progress toward these system-wide goals. But articulating statewide goals has no impact unless these goals and performance metrics are embraced by the individual colleges and universities and incorporated into their strategic plans.

On April 28, 2015 the BHE enacted guidelines for the review of campus strategic plans. See *BHE 15-10*. During the spring and summer of 2016 the Secretary of Education and Commissioner of Higher Education convened a group of stakeholders, including college presidents, to review and update the existing BHE guidelines for the campus strategic planning process. Commentary and discussion of ways to build upon the initial guidelines ensued. Revised guidelines were drafted by BHE staff during the summer 2016 and circulated among college presidents and SPC members of the BHE for further examination and review.

Before the BHE for approval, are revised guidelines entitled "2016-2017 Campus Strategic Planning Guidelines and Procedures." (Attachment A). The revised guidelines support college-level plans to expand their scope and include a full consideration of strategic opportunities, challenges, and choices, as well as the underlying business model of the plan. In addition, the revised guidelines clarify the Secretary of Education's statutory approval role. The revised guidelines serve not only as a roadmap for the individual campuses, but as part of a coherent plan for the higher education system as a whole at both a regional and statewide level. Such plans should provide a reliable and sufficient basis for guiding the SPC members of the BHE and staff in evaluating the strategic purpose of new program proposals.

The attached guidelines amend and supersede the BHE's 2015 campus strategic planning guidelines (*BHE 15-10*).