

**BOARD OF HIGHER EDUCATION**

**REQUEST FOR COMMITTEE AND BOARD ACTION**

**COMMITTEE:** Strategic Planning

**NO.:** SPC 18-01\_as  
amended by SPC  
10/24/2017

**COMMITTEE DATE:** October 24, 2017

**BOARD DATE:** October 31, 2017

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**APPROVAL OF BRIDGEWATER STATE UNIVERSITY STRATEGIC PLAN**

**MOVED:** The Board of Higher Education (BHE) hereby approves the **Bridgewater State University** 2018 Institutional Strategic Plan, subject to the development and execution of amendments or addenda that demonstrate alignment to the BHE's statewide priorities, with special consideration of the Department's "Big Three" priorities (i.e., college participation; college completion; and closing achievement gaps).

The BHE further 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.

## **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. 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. 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.

### **Bridgewater State University Planning Process**

Bridgewater State University (BSU) committed to an inclusive and comprehensive strategic planning process at the outset to the process. It is essential to the University's ability to advance its historic mission of providing access to a high-quality education for all students, promoting social justice and enhancing the quality of life for the residents of Southeastern Massachusetts. It is expected that the plan will help the University to establish clear priorities, guide decision making, align its financial and human resources with its goals, and maximize the impact of its resources. The plan is expected to function as a living document and signpost for decision making that is referenced, revisited and revised on an ongoing basis. The BSU strategic plan is framed on a foundation of data-driven decision making, stakeholder inclusion and careful stewardship of human and financial resources. It is built upon previous efforts and provides an inclusive, outcomes focused document. Bridgewater's plan uses a nested design, which pivots off of the institutional plan to guide strategic plans at the divisional, college, departmental and program levels. Additionally, the plan incorporates an active planning process with a 10-year vision horizon to 2027 and a three-year review cycle.

Touch Point II took place on May 30, 2017. Strategic Planning Committee Chair Fernando Reimers and member Paul Toner, Commissioner Carlos Santiago and Associate Commissioner for Academic Affairs & Student Success Winifred Hagan, met with President Fredrick Clark, Provost Karim Ismaili, Chief of Staff Deniz Zeynep Leuenberger and strategic planning leadership teams from 2 other institutions. Commissioner Santiago noted distinctions in style and approach in each of the plans. He underscored the importance of the new performance metrics, and establishing benchmarks with peer institutions, stating that the new metrics will reflect the success of the system, because the success of the system depends on the success of its institutions.

On June 12, 2017 the Bridgewater State University Board of Trustees approved the strategic plan. On July 10, 2016 President Clark submitted the plan to Commissioner Santiago and on September 25, 2017 the plan was distributed to the Strategic Planning Committee. On October 24, 2017 the BHE Strategic Planning Committee approved BSU's 2018 Institutional Strategic Plan.