

**BOARD OF HIGHER EDUCATION**

**REQUEST FOR COMMITTEE AND BOARD ACTION**

**COMMITTEE:** Strategic Planning

**NO.:** SPC 18-04

**COMMITTEE DATE:** December 5, 2017

**BOARD DATE:** December 12, 2017

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**APPROVAL OF SALEM STATE UNIVERSITY STRATEGIC PLAN**

**MOVED:** The Board of Higher Education hereby approves the **Salem State University** Institutional 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).

**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.  
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 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.

### **Salem State University Planning Process**

Salem State University's (SSU) Touch Point II took place on June 13, 2017. Strategic Planning Committee Chair Fernando Reimers and SPC members J.D. LaRock, Paul Toner, Commissioner Carlos Santiago and Associate Commissioner for Academic Affairs & Student Success Winifred Hagan, met with President Patricia Maguire Meserve; Strategic Planning and Decision Support, Kathy Murphy; and Strategic Planning Steering Committee leaders Nate Bryant and Monica Leisey. BHE members Paul Mattera, (also Chair of the SSU Board of Trustees), Tom Hopcroft, and Secretary Peyser's designee, Tom Moreau were in attendance at Touch Point II. BHE member and SSU Board Chair Paul Mattera remarked that he appointed Ms. Murphy to serve as a liaison between the strategic planning process and the new incoming President.

Chair Reimers noted the inclusive nature of the process and how much community ownership was evident in the plan. He facilitated discussion regarding processes for identifying programs that could be suspended, social or economic goals that would contribute to the community, and for maintaining a balance between setting ambitious goals and maintaining an inclusive process. SPC members LaRock and Toner emphasized the importance of the plan's building regional collaborations, particularly with community colleges and other public universities, and developing prime partnerships with specific employers or with other institutions for marquee academic programs. Commissioner Santiago commented that there is significant value for institutions and the network of public higher education to work together in developing strategic plans.

On November 1, 2017 a subcommittee of the Salem State University Board of Trustees reviewed the strategic plan and approved it subject to final approvals of the Salem State University full Board of Trustees on November 29, 2017. On November 9, 2017 President Keenan submitted the plan to Commissioner Santiago in order that it be circulated to the Strategic Planning Committee in time for the December 5, 2017 meeting. On November 16, 2017 the plan was distributed to the Strategic Planning Committee. On November 29, 2017 the plan was approved by the Salem State University Board of Trustees. On December 5, 2017 the BHE Strategic Planning Committee approved Salem State University's 2018 Institutional Strategic Plan.