

**Massachusetts Board of Higher Education
Strategic Planning Committee Meeting Minutes**

The June 13, 2017 meeting of the Strategic Planning Committee (SPC) was held in the 14th Floor Conference Room, One Ashburton Place, Boston, Massachusetts.

SPC Members Present: Committee Chair Fernando Reimers
J.D. LaRock
Paul Toner

Carlos E. Santiago, Commissioner

Other BHE Members Present: Paul Mattera,¹ Tom Hopcroft, Tom Moreau Secretary of Education's designee

Department Staff Present: David Cedrone, Kate Flanagan, Winifred Hagan, Jonathan Keller, Pat Marshall, Clantha McCurdy, Dena Papanikolaou, Elena Quiroz-Livanis

Campus Guests: *Salem State University:* Nate Bryant, Monica Leisey, Kathy Murphy, President Patricia Maguire Meservey,

I. CALL TO ORDER

Chairperson Fernando Reimers called the meeting to order at 3:10 p.m. Brief introductions

II. MINUTES

Chair Reimers brought forth a motion to accept the minutes of the May 30, 2017 SPC meeting. The motion was seconded and the minutes were approved unanimously by all SPC members present.

III. REMARKS AND REPORTS

A. Committee Chair's Remarks

Chair Reimers offered brief opening remarks, stating that the main order of business today is the Strategic Planning Touch Point II overview for Salem State University (SSU). He continued that the purpose of this exercise is to ensure alignment of the institutional plan with the state's vision and system of higher education, and to use this as an opportunity to improve and increase access and success with aspirational, but clear and measurable outcomes. He concluded his remarks by stating that the committee is here today to provide feedback regarding the plan's direction and to be helpful.

¹ Paul Mattera also serves as Chair of the SSU Board of Trustees

IV. Touch Point II Campus Discussion

A. Salem State University

Chair Reimers invited SSU President Patricia Maguire Meservey to make remarks. President Meservey introduced Monica Leisey, Associate Professor of Social Work and Nate Bryant, Assistant Dean of the Center for Academic Excellence who are co-chairing the Strategic Planning Steering Committee.

Mr. Bryant provided a brief overview and timeline of the Strategic Planning process, which included the selection of a 15 person Collaboration Committee. The Collaboration Committee reached out to key constituents and gathered information and data through a situation audit. He continued that the Collaboration Committee developed six goal task forces relative to the six buckets that emerged throughout the process and recommended strategies, presenting to the President and the President's Executive Council and Cabinet. He remarked that it was a very inclusive process with broad engagement of key constituencies and lots of feedback. He continued that the process began with data collection and analysis from September to December, followed by strategy development from January until now. The next steps will be the development of divisional plans, metrics and cost analysis, and finally, the plan will be finalized from September to November with the approval sought from the SSU Board of Trustees and the BHE.

Mr. Bryant continued with an overview of touch points and engagement opportunities throughout the campus during the fall. He remarked that Committee members were very impressed by the level of engagement of the campus community, and that they were able to acquire feedback through multiple avenues, including forums, surveys, student feedback sessions, meetings and program evaluations. Further, the committee checked back with the community when synthesizing information to ensure that they fully understood the feedback. Mr. Bryant then turned the meeting over to Ms. Leisey, who provided an overview on data and campus input that informed the process.

Ms. Leisey provided an overview of benchmarks SSU used throughout the process including the report card from the last Strategic Plan. She provided an update on SSU's metrics relative to peer institutions, aspirant institutions, and other Massachusetts state universities, remarking that the process included the *'Big Three'* BHE priorities of increasing student access, increasing student completions, and closing gaps. She continued by highlighting common themes: academic programs, support for success across all different communities, diversity and inclusion, marketing and image, communication, capital technology improvements, community partnerships and external connections, and financial resources and sustainability. Ms. Leisey reviewed the strategic concepts developed in the plan including the BHE's *Big Three* priorities, SSU's location, STEM, medical and healthcare, making excellence inclusive, and civic engagement. She remarked that throughout this process, the four goals that clearly emerged from the community are student success, academic excellence, collaboration, inclusion and stewardship, and financial vitality. Ms Leisey concluded by stating that this is a work in progress, but SSU wanted to ensure the plan reflects an integrated and transparent process that engaged the entire campus. Ms. Leisey then turned the presentation over to President Meservey.

President Meservey remarked that more work needs to be done, including developing a business plan and metrics. She continued that they have developed nine areas, or “puzzle pieces” as part of the business plan and are now pivoting to the divisional areas to develop a business plan and will then circle back to the collaboration committee. Further, given the impending leadership change, SSU didn’t want to fully “bake” the plan and instead are timing its’ development to include the new president. President Meservey continued over the summer SSU will continue with new leadership to develop business plans and reconvene the larger group in the fall.

SSU board member Kathy Murphy concluded the presentation with some closing remarks regarding metrics, the business plan and the next steps in the process. She remarked that it is easy to decide what to do, “... *but it’s where the rubber meets the road that is the hot point...*” suggesting that SSU needs a business plan to support their goals, and to determine what SSU can support and what SSU can suspend. Ms Murphy continued that SSU needs a plan that will increase enrollment and make SSU distinctive, and with the BHE’s committee’s feedback, SSU will focus on the details of the business plan over the summer.

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.

After the presentation concluded, the meeting was turned back over to Chair Reimers, who remarked that he was impressed by 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 maintaining a balance between setting ambitious goals and maintaining an inclusive process. Chair Reimers inquired about incidents of incivility in conducting the process through such a controversial time. The Strategic Planning Committee members 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.

At the conclusion of the meeting, Commissioner Santiago offered brief closing remarks, and commented that during the last SPC meeting, Bridgewater State University, Framingham State University, and the Massachusetts College of Liberal Arts were in attendance to present Touch Point II presentations, and he believes there is significant value for institutions and the network of public higher education through listening to other campuses.

V. OTHER BUSINESS

There was no other business.

VI. ADJOURNMENT

The meeting was adjourned at 4:01 p.m.