

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

The October 4, 2016 meeting of the Strategic Planning Committee (SP) was held in the Department of Higher Education Conference Room 1401, One Ashburton Place, Boston, Massachusetts.

- SPC Members Present** Committee Chair Fernando Reimers; Paul Toner
- Other Members Present** Board Chair Chris Gabrieli; Sheila Harrity; J.D. LaRock;
Paul Mattera; Secretary Designee Tom Moreau;
- Department Staff Present:** Kate Flanagan, Winifred Hagan, Nate Mackinnon, Patricia
Marshall, Clantha McCurdy, Elena Quiroz-Livanis, Kristen
Stone
- Institution Participants:** Bristol Community College President John Sbrega

I. Call to Order

The meeting was called to order at 12:18pm by Committee Chairperson Fernando Reimers.

II. Committee Chair's Welcome and Remarks

Chair Reimers welcomed the committee members and institution representatives, Bristol Community College President John Sbrega. He explained that the purpose of the Campus Strategic Planning Committee is to ensure that campus strategic plans are aligned with priorities outlined in the BHE's Vision Project. Any board member in attendance today will vote on today's motion, the approval of Bristol Community College's Strategic Plan. He invited Associate Commissioner for Academic Affairs and Student Success Dr Winifred Hagan to provide comments, but she deferred her remarks to President Sbrega in the interest of time.

III. Motions

A. SPC 17-01 Bristol Community College Strategic Plan

Bristol Community College President John Sbrega thanked the committee for their time. He provided some background information on their process, which included securing the assistance of national consultants, extensive internal review, and collaboration with community stakeholders to provide this plan and meet campus goals. Bristol was mindful of the compatibility of the BHE's Vision Project with their own campus goals, and President Sbrega remarked that the campus holds the values of the Vision Project dear and their values and goals were already quite integrated and congruent.

On a motion duly made and seconded, the motion was approved to discuss SPC 17-01.

Committee Member J.D. LaRock opened the discussion by commending President Sbrega on the plan. He asked President Sbrega to elaborate on goal specificity, and asked if some of the outcomes could benefit from more specificity, particularly in measuring student success and institutional effectiveness. President Sbrega responded that they will be utilizing outcomes assessment milestones from NEASC and the Vision Project, and will be reporting out on these goals on an annual basis. Board Chair Gabrieli asked for further explanation for some of the success indicators noted on page 11 of the Strategic Plan, particularly how the success for the cohort is defined in relation to the graduation rate. President Sbrega responded that traditionally, graduation rate data relies on first time, full time enrolled students, which is a small percentage of community college overall enrollment, and is not always an accurate measure of student persistence and success for community college students. Bristol utilized a different measure of student success that captures other student enrollment and transfer behavior to arrive at their 78% success rate figure. Chair Gabrieli asked for further elaboration on the 66 academic programs with fewer than 10 enrolled students, specifically, how that could come to happen, and what the review process is. President Sbrega responded that some of those programs are badly needed programs in the region that respond to workforce and community needs, but do not attract higher enrollments. Other programs have already been suspended (not cancelled) due to lack of enrollment. Bristol utilizes a continuing review cycle that involves community organizations, alumni surveys and response to the marketplace, as well as BHE Guidelines.

Chair Remers asked if the goals referenced beginning on page 19 were sufficiently challenging in terms of meeting statewide goals. President Sbrega responded that there are specific strategic initiatives that have been identified by Bristol and the goals are strategic and realistic. Chair Gabrieli responded that perhaps more ambitious goals were not selected because they could be challenging, and are not easy targets. He asked the committee how we could encourage campuses to include more “wildcard” goals that could potentially be game changers.

The Secretary of Education’s designee Tom Moreau asked President Sbrega if the process of working with the committee proved to be helpful. President Sbrega responded that as a result of this process, their vision is strengthened and that the guidance provided by the committee was helpful, detailed and valuable.

Chair Reimers called for a vote on Motion SPC 17-01 duly made and seconded. All committee members voted in favor, with no abstentions, including the Secretary’s designee. The motion was approved unanimously.

IV. Other Business

Chairperson Reimers reminded the committee that they did not approve the minutes from the previous meeting, and will be sure to do so at the next meeting.

V. Adjourn

The meeting was adjourned at 12:55pm.