

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

The June 11, 2019 meeting of the Strategic Planning Committee (SPC) was held in the 14th Floor Conference Room, One Ashburton Place, Boston, Massachusetts.

SPC Members Present: Paul Toner; Tom Moreau, Secretary of Education’s designee; Carlos E. Santiago, Commissioner (Secretary to the Board and non-voting member);

DHE Staff Present: Winifred Hagan; Kate Copans; Dena Papanikolaou; Pat Marshall; Alex Nally

Other guests: Suzanne Segat, Kate Russell, David Nelson, MassArt; Gretchen Manning

I. CALL TO ORDER

Acting Chair Toner called the meeting to order at 12:01 p.m.

II. MINUTES

Acting Chair Toner brought forth a motion to accept the minutes of the April 30, 2019 SPC meeting. The motion was seconded and the minutes were approved unanimously and without discussion.

III. REMARKS & REPORTS

In the interest of time, Chair Toner did not offer remarks.

Commissioner Santiago remarked that the SPC is at a significant juncture, as nearly all the community colleges and state universities have completed the first round of strategic planning in tandem with the BHE process established in 2015. There are only four institutions remaining and their plans are works in progress at this time. Commissioner Santiago expressed that he is pleased with the progress made and what has been learned. He suggested that there will be some proposed revisions to the Strategic Planning guidelines based on what has been learned during the first cycle, and that recommended changes will be brought before the Strategic Planning Committee. Commissioner Santiago noted that the Performance Measurement system is up and running. He underscored how Presidents and institutions have worked collaboratively with staff and have embraced the metrics and technology. He expects that the metrics will be included in the Strategic Planning Guidelines document. He remarked that there will be no

dramatic revisions, but it will be a more metric-based process. Commissioner Santiago stated that he looks forward to continuing to work with the institutions.

IV. MOTIONS

Acting Chair Toner invited Associate Commissioner Hagan to introduce SPC 19-08: Approval of Massachusetts College of Art and Design Mission Statement. Associate Commissioner Hagan began her remarks by stating that the proposed mission statement of MassArt was approved unanimously by the campus Board of Trustees on May 31, 2019. The process did not begin with the idea of changing the mission statement, but it emerged as something that needed to be revisited as part of the strategic planning process. The proposed statement was tested with the community and was found to reaffirm the longstanding mission of the institution. Stakeholders determined that MassArt should hold on to the original mission as a means of maintaining the identity and integrity of the college, and because it remains relevant today. MassArt indicated that the mission statement emphasizes its place as the public art institution and design college of the Commonwealth, and underscores its' important legacy in teaching visual artists, designers and educators, whose history has been published, recorded and celebrated on campus. The mission denotes that MassArt is a public freestanding institution among the state universities of Massachusetts. MassArt holds that the aim of the mission is the common good; the idea of people organizing for their shared wellbeing; and MassArt seeks to cultivate systemic equity on and through the campus, and to hold up what is best about Massachusetts, always acting for the benefit of those served by the institution and beyond.

There being no discussion, Acting Chair Toner called for a vote on SPC 19-08. On a motion duly made and seconded, the following motion was approved by all members in attendance.

**SPC 19-08 APPROVAL OF MASSACHUSETTS COLLEGE OF ART AND DESIGN
MISION STATEMENT**

**MOVED: The Board of Higher Education hereby approves the Massachusetts
College of Art and Design revised mission statement to read as
follows:**

Massachusetts College of Art and Design is a public, independent institution that prepares arts, designers, and educators from diverse backgrounds to shape communities, economies, and cultures for the common good.

The Board further authorizes the Commissioner and to forward the same to the Secretary of Education, pursuant to Massachusetts General Laws, Chapter 15A, Section 7.

Authority: Massachusetts General Laws Chapter 15A, Sections 7, 9(e), and 22(n)

Contact: Winifred M. Hagan, Ed.D, Associate Commissioner for Academic Affairs and Student Success

Acting Chair Toner invited Associate Commissioner Hagan to introduce SPC 19-09, Approval of Massachusetts College of Art and Design Strategic Plan. Associate Commissioner Hagan began her remarks by stating that during Touch Point I, Commissioner Santiago and President Nelson discussed the strategic plan with the MassArt leadership team and understood that the plan was already progressing and included the Board's participation because President Nelson saw value intentionally integrating it with his work as MassArt's new President. An established steering committee synthesized and analyzed over 800 comments and responses to surveys, focus groups and stakeholder meetings. MassArt exhibited plans in progress making it accessible to all in an iterative and non-linear manner.

During Touch Point II, SPC members remarked that many elements of the plan are clear and comparisons to peer institutions were appreciated. They also noted that the priority to close gaps should be emphasized for its value to the state. Members further suggested the MassArt connection and contribution to the creative economy and these relationships to access and equity should be highlighted. Further comments recommended more details addressing MassArt's role to prioritize the BHE equity agenda would strengthen the plan. It was suggested that outlining business models that show how goals will be accomplished in the broader context would be helpful. On May 23, 2019, the final draft of the plan was submitted to Commissioner Santiago. The plan was approved by the MassArt campus board on May 31, 2019. Staff thoroughly reviewed all documentation submitted by the Massachusetts College of Art and Design at Touch Point II and Touch Point III and staff recommended approval of the proposed Massachusetts College of Art and Design 2018-2023 Strategic Plan.

The Secretary's designee Tom Moreau asked President Nelson to identify any changes made after the feedback they received during Touch Point II. President Nelson responded that there were four areas to which edits were made based on Touch Point II feedback. They added clarification on their values related to Secretary Peyser's comments on the value of the arts being good for the soul. They added some language that articulates that good, as well as the value of that good for the Commonwealth. President Nelson stated they further added a statement on the institution's impact on the creative economy in the section with their Ten-Year Horizon statements, specifically on the adult and non-traditional learners, and the growth anticipated in certificate completions. The document also clarified definitions of economy: creative, innovative, financial, for the purpose of the document.

President Nelson continued that at Touch Point II, Chair Fernando Reimers had asked about adding some feedback or data from alumni. He noted that MassArt had recently participated in the SNAP survey for art and design institution alumni and included in the appendices a two-page review of the survey findings. President Nelson expressed that MassArt was pleased with the depth of information within the results and found that students do quite well five and ten years out. MassArt tailored their survey to capture contract work and has determined to run this every few years to keep building on the findings. MassArt additionally edited part of their JEDI unit (justice, equity, diversity, inclusion) to tie into the DHE's Equity Agenda. Finally, they include part time faculty in the faculty development section under the initiative Investing in People.

President Nelson concluded his remarks with some brief comments on the MassArt business model, starting that MassArt's annual campus board retreat this year focused on the cost of attendance and addressed the question of how to ensure that MassArt is the best value in arts education in the nation, not just Massachusetts. President Nelson remarked that their Board is very engaged in this and concerned about tuition and fee increases. They have modeled different scenarios (without adding anything major to costs) depicting how their enrollment could grow and staff are working on a model of enrollment and tuition and fee scenarios to present to the Board in September.

Secretary Peyser's designee Moreau thanked President Nelson for that summary and asked to clarify the source of institutional aid to decrease debt. President Nelson responded that the sources will be tuition, a small amount from their endowment and from annual fundraising. Four years ago, the discount rate was 30%, but now it is 18%, and MassArt achieved this without sacrificing the quality of students. President Nelson reported that incoming classes have had very strong portfolios with an average grade point average of around 3.5.

The Commissioner remarked that after hearing Touch Point II, he was interested in how many people were involved in the equity agenda. President Nelson responded that this work is not easy, but it is refreshing to know that there are many institutions working on this together. He referenced a recent Colleges of the Fenway retreat on racism, and remarked that it is a relief to know that many colleges are doing this same work. The Commissioner responded that given that we are moving this agenda forward from a system perspective, the Lumina Foundation provided two grant requests; one on equity the other on closures. There are a lot of eyes on Massachusetts to see what we are doing and how we are doing it, and he would like the BHE to be engaged on this matter.

There being no further discussion, Acting Chair Toner called for a vote on SPC 19-09. On a motion duly made and seconded, the following motion was approved by all members in attendance.

**SPC 19-09 APPROVAL OF MASSACHUSETTS COLLEGE OF ART AND DESIGN
STRATEGIC PLAN**

MOVED: The Board of Higher Education hereby approves the Massachusetts College of Art and Design Strategic Plan 2018-2023 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 1, Section 3(d) and Article III.

Contact: Winifred M. Hagan, Ed.D, Associate Commissioner for Academic Affairs and Student Success

V. ADJOURNMENT

There being no further business, Acting Chair Toner called for a motion to adjourn at 12:29 p.m.