

**BOARD OF HIGHER EDUCATION**

**REQUEST FOR COMMITTEE AND BOARD ACTION**

**COMMITTEE:** Strategic Planning

**NO.:** SPC 19-05

**COMMITTEE DATE:** December 4, 2018

**BOARD DATE:** December 11, 2018

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**APPROVAL OF HOLYOKE COMMUNITY COLLEGE STRATEGIC PLAN**

**MOVED:** The Board of Higher Education hereby approves the **Holyoke Community College** 2019-2022 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 and Closing Gaps. Articulating statewide goals has no impact on creating greater equity in public higher education 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.

### **Holyoke Community College Planning Process**

Holyoke Community College's (HCC) Touch Point I took place in January 2018 following the organization of a leadership team to create a structure designed to support maximum engagement and participation with all stakeholders. Marking the first-ever strategic planning process for HCC, the college formed a 45-member steering community to meet weekly and be highly engaged with the process. HCC determined that its' priority was to focus and zero-in on what matters most to the state, to the community and to the campus.

Touch Point II took place on June 12, 2018 following 18 months of effort during which the institutional mission statement was revised along with a value statement and a student experience statement. Significant engagement with the external community, including business leaders, community members and non-profit organizations have informed the development of the strategic plan. Drafts of the plan underwent multiple revisions to include the Board of Higher Education's "Big Three" priorities, which are embedded within the campus goals and objectives. Creating a clearly sustainable future for the campus was a high priority with the recognition that the current model is not a sustainable one. HCC recognized that significant poverty in the region demands affordable costs if student persistence is to be realized. As well, strengthening HCC as a Hispanic Serving Institution was presented as a significant priority.

SPC member feedback underscored the importance of HCC's being able to monitor their own progress and determine whether they are moving closer to achieving the desired goals. In addition, SPC commented that increasing intentionality and connections with local school districts and forecasting an array of programs inherent in the draft plan would provide an important contextual element for program review and approval. Alignment with long-term financial plans, and responsiveness to unique economic and demographic needs, such as a need to steer students in the direction of higher paying jobs were further highlighted by members.

Touch Point III: On October 23, 2018, the HCC Board of Trustees approved the strategic plan. On October 29, 2018, President Royal submitted the plan to Commissioner Santiago and on October 30, 2018 the plan was distributed to the Strategic Planning Committee.

## **STAFF ANALYSIS AND RECOMMENDATION**

Staff thoroughly reviewed all documentation submitted by Holyoke Community College at Touch Point II and Touch Point III. Staff recommendation is for approval of the proposed **Holyoke Community College 2019-2022 Institutional Strategic Plan**