Campus Strategic Planning

October 27, 2016
BHE Strategic Planning committee elevated to standing committee of the board

Strategic planning as an avenue for advancing:
- Individual campus leadership
- System-wide goals
- System-wide coordination
- Alignment with K-12, workforce, and regional economic needs
Overview of the process toward an approved strategic plan

Roadmap of touch points and phases

Protocols and policies
Statute requires multiple approvals: Campus, BHE, Secretariat

One nested within the other

Balance between differentiation of individual campus and integration with whole of public higher education in Massachusetts
Campus Strategic Planning: Process

**PHASE I**
- Campuses
- Strategic Planning Committee
- Commissioner of Higher Education

**Plan**
- Plan is presented to Campus Board of Trustees
- Plan Approved (YES)

**NO**
- Campus Revises Plan (if needed)
- BOT makes recommendations
- SPC provides feedback in final preparation for submission to Campus BOT
- Touch Point II: Campus President presents plans to SPC
- Campuses engage in Strategic Planning on their campuses
- Touch Point I: SPC or Commissioner convenes Orientation

**PHASE II**
- Campuses
- Strategic Planning Committee
- Commissioner of Higher Education
- Board of Higher Education

**Plan**
- Plan Submitted to Board of High Ed
- Plan Approved (YES)

**NO**
- Plan Submitted to Board of High Ed
- BHE makes recommendations
- Campus Revises Plan (if needed)
- Motion prepared for SPC action

**PHASE III**
- Campuses
- Commissioner of Higher Education
- Secretary of Education - Executive Office of Education

**Plan**
- Commissioner submits to the BSE Secretary’s office for final action
- Plan Approved (YES)

**NO**
- Plan Submitted to the Commissioner
- SPC makes recommendations
- Campus Revises Plan (if needed)
- BSE makes recommendations

**PLAN APPROVED!**
Commissioner notifies Campus
What’s our college’s “narrative”?

What are our college’s signature strengths? How do we want to leverage them going forward?

What makes our college different and unique?

What do we think is going to happen in the future on the higher education, economic, and societal landscapes?
How does our strategic plan engage with the big issues in the higher education discourse?

- Access
- Affordability
- Student debt
- Developmental education
- Achievement gaps
- Graduation
- Time to degree
- Employment rates
- Earnings of graduates
- Contribution to the economy
How does our strategic plan engage with state-level initiatives?

- Early college
  - Commonwealth Commitment
  - Revised Vision Project framework
How does our strategic plan engage with the ways in which higher education is evolving?

- Online and hybrid education
- Lifelong learning opportunities
- New degree and program forms
- Prior learning assessment
- Competency-based education
- Integration of technology
What’s our financial model?
- Enrollment
- Academic program revenues/costs
- Entrepreneurial revenue (new business development, partnerships)
- Fundraising
- Fees
- Federal financial aid
- State aid

What are our financial assumptions about state support going forward?
Why do we have the programs we have?

What are the most relevant and important components of student achievement for us?

What specific, quantifiable goals do we want to achieve on these components?

Does our plan make clear how our college will be stronger academically by the end of the strategic plan?
Data-rich

Well-articulated business plan

“Four A’s”:
- Academics
- Access
- Achievement
- Affordability
Campus Strategic Planning

Comments and Questions