

BOARD OF HIGHER EDUCATION

REQUEST FOR BOARD ACTION

NO.: BHE 24-55

BOARD DATE: June 11, 2024

APPROVAL OF MASSASOIT COMMUNITY COLLEGE STRATEGIC PLAN

MOVED: The Board of Higher Education hereby approves **Massasoit Community College Strategic Plan 2024-2029** 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).

VOTED: Motion approved and advanced to the full BHE by the Executive Committee on 6/3/2024; and adopted by the BHE on 6/11/2024.

Authority: Massachusetts General Laws Chapter 15A, Sections 7, 9(f), 9(l) and 22(l); BHE By-Laws, Article I, Section 3 and Article III.

Contact: Richard Riccardi, Sc.D., Deputy 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. 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).

Massasoit Community College Planning Process

Touch Point I: Building on an initial organizational process outlined in an external resource, the strategic plan process began in February 2019 with a kick-off meeting and subsequent data-gathering initiative that involved over 100 Massasoit employees. A subcommittee structure was established to provide both input and communication with the campus community and concept papers were developed to help frame the important issues, providing education to the readers of those papers while also promoting discussion among their constituents. The concept papers served as a catalyst to the development of the goals in the strategic plan through events called "vision conferences" that provided rich conversation and feedback. Commissioner Santiago and members of his staff were briefed on the plan's progress by President Glickman in anticipation of moving to the next phase in the planning process. As the college approached the next touchpoint, the COVID-19 pandemic forced the college to put the strategic plan process on hold, notifying the campus community at their May 2020 virtual Convocation.

The strategic plan process was relaunched by President DiPasquale in Summer 2023; now in a post-pandemic environment, the planning process built on the previous work while establishing five overarching themes that were influenced by the DHE's Undergraduate Experience. While the plan covers five years, the focus would be on the first three years prior to NECHE Self-Study

in 2026, which would allow the college to assess and recalibrate the plan over the last two years. Both internal and external stakeholders were completely engaged in the work and solicited feedback over the Fall 2023 semester in this updated process that reflected the college's vision in a post-pandemic world. That feedback was incorporated into multiple drafts that were presented to the greater campus community over the course of three months into the Spring 2024 semester.

Touch Point II: Massasoit submitted the Touchpoint II draft plan on March 8, 2024. After a comprehensive DHE staff review, a Touchpoint meeting (virtual) was held on April 19, 2024 with Interim President Mitchell, Chief of Staff Dodson, Vice President Sheffield and DHE staff to provide feedback. The staff noted the challenges of a two-stage planning process while balancing both a leadership change and the passing of President DiPasquale. While the concept papers were valuable in the initial planning process, the staff noted the disconnect between the papers themselves (found in the initial draft at the end of the plan) and the plan itself. The staff noted that there were data elements and metrics discussed in one part of the plan but referenced in a later concept paper. This may have been a result of trying to connect two separate and distinct planning time periods into one comprehensive plan. The staff noted the balancing act the college was attempting (honoring the work of both groups under two different leaders) and offered suggestions on how to simplify and clarify the plan, which the college incorporated in the final plan through tightening of the language, updating of the data references, and eliminating the actual concept papers in the final draft document.

Touch Point III: Chief of Staff Dodson submitted the plan to DHE staff on May 21, 2024. The plan was distributed to the members of the Board of Higher Education in late May. A draft of the plan was approved by Massasoit's Board of Trustees at its February 2024 meeting. Once approved by the BHE, the final plan will be brought back to Massasoit's Board of Trustees for adoption.

STAFF ANALYSIS AND RECOMMENDATION

Staff thoroughly reviewed all documentation submitted by Massasoit Community College at Touch Point II and Touch Point III. Staff recommendation is for BHE approval of the proposed **Massasoit Community College Strategic Plan 2024-2029**.