

BOARD OF HIGHER EDUCATION

**REQUEST FOR
BOARD ACTION**

NO.: BHE 26-29

BOARD DATE: October 29, 2025

APPROVAL OF ROXBURY COMMUNITY COLLEGE STRATEGIC PLAN

MOVED: The Board of Higher Education (the Board) hereby approves the **Roxbury Community College Strategic Plan 2025-2030**, subject to the institution ensuring that all strategies within the plan will be implemented consistent with relevant state and federal laws as well as guidance issued by the Massachusetts Attorney General; and provided further that the institution is authorized to make revisions to the document as needed from time to time to maintain compliance. The Board further authorizes the Commissioner to forward the strategic plan to the Secretary of Education for final approval pursuant to Massachusetts General Laws Chapter 15A, Sections 9(l) and 22(l).

VOTED: Motion adopted by the BHE on 11/25/2025.

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 Board of Higher Education (BHE) is to provide overall direction to the state's system of public higher education. The BHE 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 impact throughout the public higher education system unless these goals and performance metrics are embraced by the individual colleges and universities and incorporated into their strategic plans. Massachusetts state law 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).

Roxbury Community College Planning Process

Touch Point I: On August 21, 2024, DHE staff met virtually with President Jefferson and his senior leadership team to review the strategic planning process. Questions concerning the timing of the Touchpoints as well as the expectations and roles of the Department and the Board were discussed. President Jefferson communicated to the Department an update on December 4, 2024 where he indicated that the conceptual framework of the plan would be People, Programs, Partnerships, and Place. He indicated that he would be co-chairing the strategic planning project, and Board of Trustees Chair Tompkins and Foundation Board Chair Hammond would serve as co-chairs with him. Two committees were formed (a Steering Committee and an Advisory Committee) with member representatives of a wide range of perspectives, professional roles, identities, and relationships with Roxbury. The entire process would be coordinated by Associate Dean Johnston and facilitated by St Fleur Consulting. Boston Consulting Group would be engaged to provide environmental scanning/data collection. A Philanthropic and Campus Space Master Plan would be developed in conjunction with the Strategic Plan. In light of a February 12, 2025 Dear Colleague letter issued by the federal government, Roxbury staff requested a meeting with DHE Staff to discuss its implications on strategic planning. DHE Staff provided clarification in a meeting with Deputy Chief of Staff Johnston on February 24, 2025 by directing RCC to Massachusetts Attorney General's Office guidance, and agreed upon a timeline moving forward.

Touch Point II: Roxbury Community College submitted the Touchpoint II draft plan to the DHE on June 20, 2025. After a comprehensive DHE staff review, a Touchpoint II meeting (virtual) was held on July 29, 2025 with Vice President Korn to provide feedback. DHE staff noted that the format indicated by President

Jefferson of the 4 P's (People, Programs, Partnerships, and Place) gave the plan substance throughout. DHE staff also noted the inclusive process and the hard work involved in producing the plan. DHE Staff requested that the plan incorporate specific metrics and returns on investment (ROIs) for each of our five strategic goals. Roxbury Community College incorporated DHE staff feedback into the final draft of the plan, providing a copy of the plan to DHE staff on August 13, 2025. DHE staff reviewed the revisions and concluded that the revisions were satisfactory.

Touch Point III: The plan was approved by Roxbury Community College's Board of Trustees on September 16, 2025. Vice President Korn submitted the plan to DHE staff on September 17, 2025. The plan was distributed to the members of the Board of Higher Education on November 25, 2005.

STAFF ANALYSIS AND RECOMMENDATION

Staff thoroughly reviewed all documentation submitted by Roxbury Community College at Touch Point II and Touch Point III. Staff recommendation is for BHE approval of the proposed **Roxbury Community College Strategic Plan 2025-2030**.