

October 27, 2016

# Campus Strategic Planning



MASSACHUSETTS  
Department of  
Higher Education

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# Campus Strategic Planning: Context

- 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

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# Campus Strategic Planning: Process

- Overview of the process toward an approved strategic plan
- Roadmap of touch points and phases
- Protocols and policies

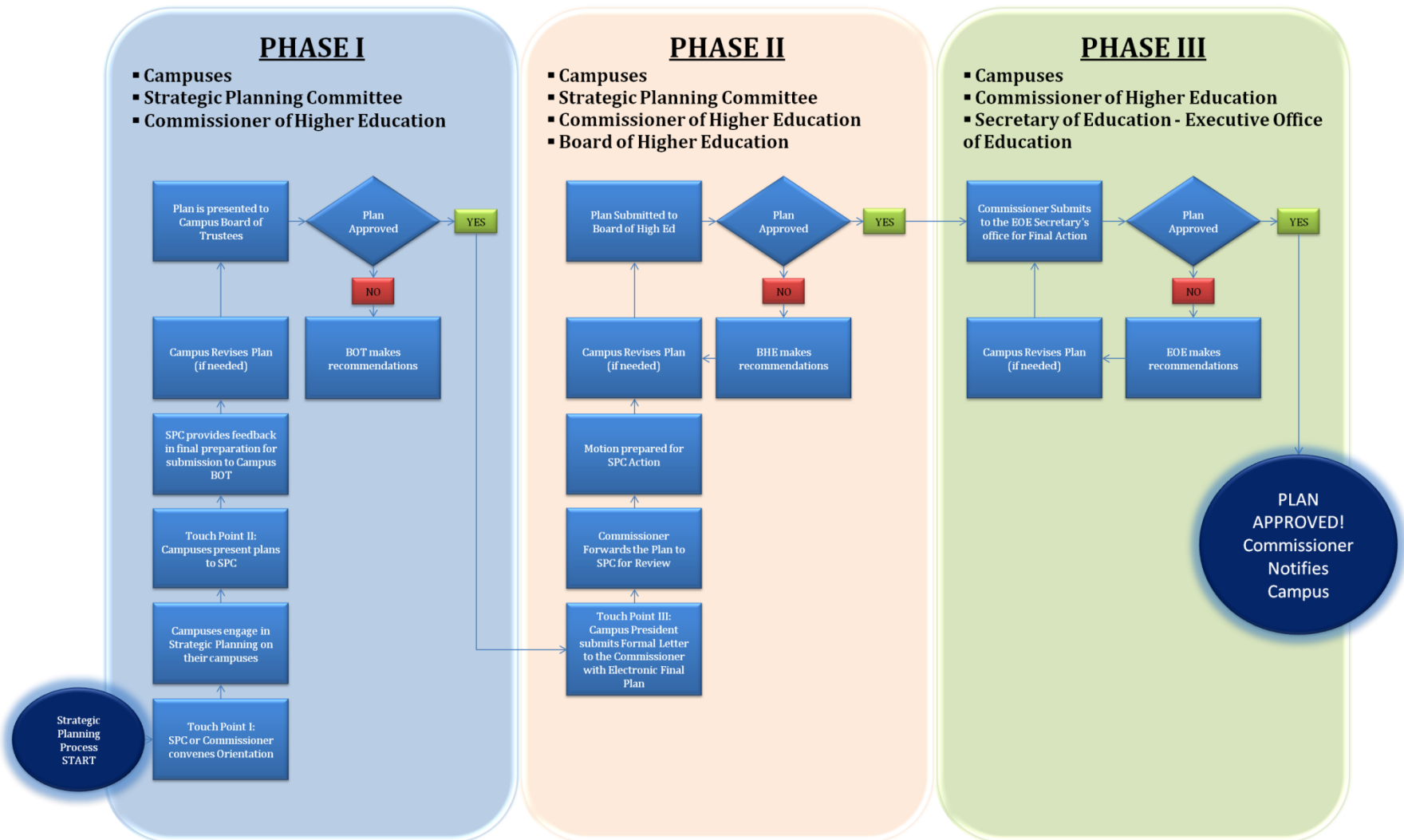
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# Campus Strategic Planning: Process

- 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

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# Campus Strategic Planning: Process



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# Strategic Planning: Macro-Level Questions

- 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?

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# Strategic Planning: Macro-Level Questions

How does our strategic plan engage with the big issues in the higher education discourse?

- Access
- Graduation
- Affordability
- Time to degree
- Student debt
- Employment rates
- Developmental education
- Earnings of graduates
- Achievement gaps
- Contribution to the economy

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# Strategic Planning: Macro-Level Questions

How does our strategic plan engage with state-level initiatives?

- Early college
  - Commonwealth Commitment
- Revised Vision Project framework



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# Strategic Planning: Macro-Level Questions

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

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# Strategic Planning: Financial Questions

- 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?

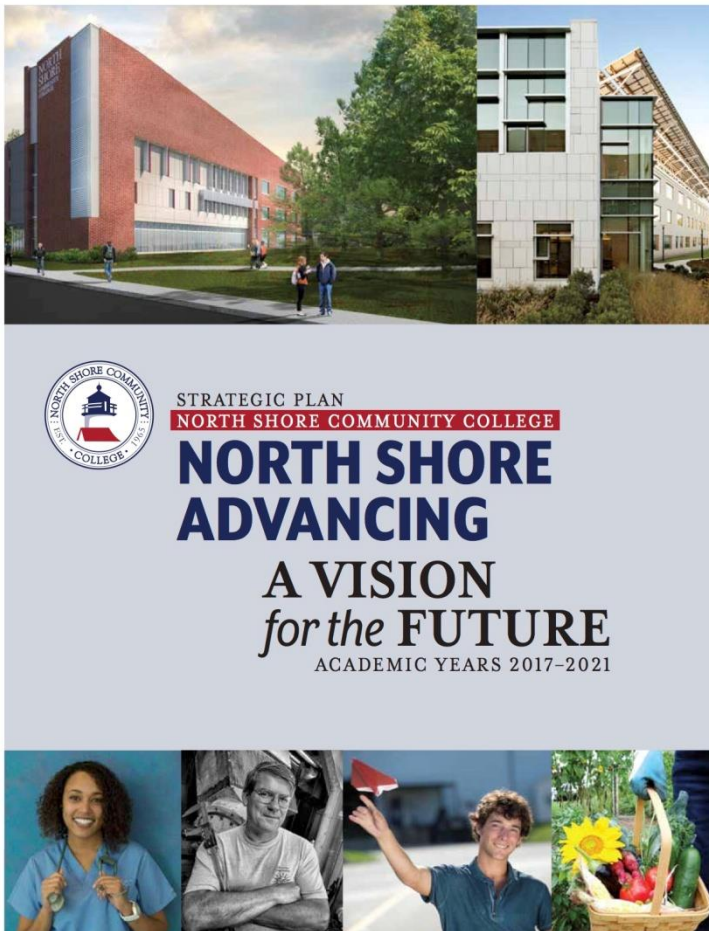
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# Strategic Planning: Academic Questions

- 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?

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# North Shore Community College's Strategic Plan



- Data-rich
  
- Well-articulated business plan
  
  
- “Four A’s”:
  - Academics
  - Access
  - Achievement
  - Affordability

# Campus Strategic Planning

Comments and Questions