

## BOARD OF HIGHER EDUCATION

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May 9, 2017  
10:00 a.m.

Quinsigamond Community College  
Harrington Learning Center  
Room 109A&B  
670 W Boylston Street  
Worcester, MA

### Meeting Minutes

A meeting of the Board of Higher Education (BHE) was held on Tuesday, May 9, 2017 in the Harrington Learning Center, Room 109A&B at Quinsigamond Community College at 670 W Boylston Street, Worcester, Massachusetts.

#### **The following Board Members were present:**

Jasson Alvarado-Gomez, Student Representative, Community College Segment  
Chris Gabrieli, Chairman  
Sheila Harrity  
Nancy Hoffman  
Tom Hopcroft  
J.D. LaRock  
Paul Mattera  
Jim Peyser, Secretary of Education  
Henry Thomas

Carlos Santiago, Commissioner and Secretary to the Board

#### **The follow Board members were absent:**

Dani Monroe  
Robert Johnson  
Fernando Reimers  
Paul Toner

### **I. CALL TO ORDER**

Chairman Chris Gabrieli called the meeting of the Board of Higher Education (BHE) to order at 10:06 a.m.

### **II. MOTIONS**

A. Board of Higher Education

#### Documents Used:

- BHE 17-06 Quinsigamond Community College (QCC) Presidential Appointment

Chair Gabrieli began by explaining that we have the unusual circumstance of having a Presidential appointment vote on location at the institution where the leadership transition is contemplated, Quinsigamond Community College (QCC). He then invited Commissioner Santiago to offer remarks regarding the search and appointment process and introduce the

motion.

Commissioner Santiago began his remarks by thanking the many participants in this process, noting the diligent work of the search committee, which benefited from the involvement of community members. He continued noting that the Department of Higher Education (DHE) worked very closely with the search committee and acknowledged the work of Robert Johnson, the BHE appointee to the committee, as well as the assistance of Michael Mizzoni, Director of Trustee Relations. He stated that he had received the list of semifinalists that was developed by the search committee, and that he was very impressed by the quality and diversity of the pool of candidates and the involvement of the search committee. Both he and Secretary Peyser interviewed the four selected finalists, working closely with search committee Chair Sue Mailman. He concluded that he is delighted in the selection of Dr. Luis Pedraja, and he invited Chair Mailman to make remarks.

Chair Mailman began her remarks by providing an overview of the timeline and process for the search, which began with Dr. Gail Carberry announcing her retirement in September. She continued that the BHE's presidential search guidelines were very helpful throughout the process in helping them select the search committee and a search firm, and that they were grateful for the assistance of DHE staff appointee Michael Mizzoni. She explained that the search generated 49 applicants, and from there, the committee developed a semifinalist pool of ten. From this pool, they then selected four finalists, each of whom chose to continue their candidacy and spend a day at QCC. She remarked that the QCC board of trustees' participation was engaged and passionate, and that they ultimately selected Dr. Luis Pedraja to be QCC's next president. She then acknowledged several people in attendance including Gail Carberry's husband and certain QCC administrators who played a critical role in the process.

Chair Mailman continued by providing an overview on Dr. Pedraja's background. He holds a terminal degree in philosophy and possesses a demonstrated record of successful and progressively responsible endeavors. She continued that he was engaged with the QCC students and drew them in during the interview process, and that he demonstrates a thoughtful administrative style. Additionally, Dr. Pedraja has proven to be a visible external and internal leader who knows higher education systems well, as he has both collective bargaining and shared government experience. As a first-generation college student himself and a native of Cuba, his voice and perspective will be fresh. She then invited Dr. Pedraja to make some remarks.

Dr. Pedraja began his remarks by stating that he was truly honored and humbled to be selected by the college and community. He continued that as an immigrant and first-generation college student who grew up in poverty in Miami, higher education seemed out of reach for him. However, trust and mentorship from his community opened many doors for him, and higher education transformed his life. He described how his education instilled in him a desire to mentor, give back, and serve others, and he became a theologian as a way to do so. He later became convinced that higher education was a way to serve and help others achieve their dreams, and thus, he switched his focus to higher education. Dr. Pedraja explained that he became a scholar, published in his field, and worked in administration to protect the integrity of higher education in the US, helping international institutions get accreditation; however, he had missed being on a campus. He was attracted to Antioch because of its social justice mission, as he views higher education as a gateway for helping others, especially the underserved, achieve their dreams. Community colleges help to fill this need, and he wants to help members of the community move forward and achieve their visions and dreams.

He explained that he was attracted to QCC first because of Massachusetts' commitment to high quality post secondary education and the Commonwealth's desire to meet the needs of

the community and to help others. He noted that President Carberry has done a wonderful job, and he believes that QCC will be a great place to work and preserve her legacy, but also achieve new dreams as the institution looks forward to become a beacon for the Commonwealth and for the nation to serve students, and for students to achieve their dreams. As a native of the East Coast, he has family roots all along the coast and thinks the Worcester area will be a good place to raise his family.

Chair Gabrieli opened the next portion of the meeting for comments and questions. Several BHE members expressed their congratulations to Dr. Pedraja on his selection as the next president of QCC. Topics covered during the question and answer portion included lessons learned working with the population at Antioch that can be applied at QCC and working with and engaging the PreK-12 pipeline.

There being no further questions, the following motion was duly moved, seconded and approved as follows, with all Board members present voting in favor:

**MOVED:** The Board of Higher education hereby approves the March 27, 2017 recommendation of the Quinsigamond Community College Board of Trustees recommending Luis G. Pedraja as President of Quinsigamond Community College. Such appointment is effective on or about July 1, 2017, is subject to the successful and satisfactory completion of a State Police background check, and is subject to and in accordance with the attached terms and conditions of appointment.

Authority: Massachusetts General Laws Chapter 15A, Sections 9(q) and 21

Contact: Constantia T. Papanikolaou, General Counsel

### **III. WELCOME**

After a brief recess, Chair Gabrieli called the meeting back to order at 10:48 a.m. BHE member Sheila Harrity arrived at 10:49 a.m. He again welcomed everyone in attendance and invited QCC President Gail Carberry to make comments.

President Carberry welcomed everyone in attendance and remarked that in her tenure of 11 years, the BHE has been on her campus three times. She continued that QCC is one of the most rapidly changing institutions in the system and that she has worked hard with many people to transform QCC over the years. She then made a presentation that highlighted the many accomplishments of QCC during her tenure as president, highlighting enrollment growth, the expansion of academic programs in STEM fields, and the development of critical community partnerships. She also noted the opening of satellite campuses Southbridge and downtown Worcester that address community needs with no additional capital expense other than staff. She cited technical training program partnerships with area high schools and organizations using Pell grant supports to get students back into the workforce.

Tom Hopcroft arrived at 11:00 a.m.

President Carberry then described increases in QCC's IPEDS graduation rate, enhanced diversity in faculty and students, the development of several new campus facilities, and the establishment of multiple new transfer and articulation agreements. She also highlighted increases in financial aid disbursements and high school collaborations to improve college readiness. She concluded her remarks by congratulating Dr. Pedraja, whose tenure will begin a new era at QCC.

Chair Gabrieli thanked President Carberry for her leadership, congratulated her on the many

accomplishments achieved under her tenure, and read an official resolution into the record formally acknowledging her retirement and many accomplishments as President of QCC.

#### **IV. ACCEPTANCE OF MINUTES**

Chair Gabrieli brought forth a motion to accept the minutes of the March 21, 2017 BHE meeting. The motion was seconded and the minutes were approved unanimously by all Board members present.

#### **V. PUBLIC PARTICIPATION**

None

#### **VI. REMARKS AND REPORTS**

##### **A. CHAIRMAN'S REMARKS**

Chair Gabrieli offered brief comments. He thanked Commissioner Santiago for being very engaged on both the presidential search and evaluation side. He continued that as the work on early college programs proceeds, he has pleased and impressed by the level of engagement on the part of campus and community leaders and local non-profits and their commitment to move these programs forward. Further, he acknowledged that early college requires a leap of faith as it involves collaboration across silos, and he was grateful to all involved.

##### **B. COMMISSIONER'S REMARKS**

Commissioner Santiago began his remarks by thanking our host, QCC President Carberry, and acknowledged her hard work and accomplishments. He recalled times when they worked closely together, and he described her as highly empathetic, deeply committed, and keenly aware of what might impact her students. He then welcomed and acknowledged the other presidents in attendance: Berkshire Community College President Ellen Kennedy, Bristol Community College President Jack Sbrega, Cape Cod Community College President John Cox, Northern Essex Community College President Lane Glenn, Worcester State University President Barry Maloney, Framingham State University President Javier Cevallos, Mass Maritime President Francis McDonald, Salem State University President Patricia Meservey, and Westfield State University President Ramon Torrecilha. He also acknowledged the attendance of Bill Hart, Executive Officer for the Community Colleges, and Vincent Pedone, Executive Officer for the State Universities.

He remarked that both the campuses and the DHE are gearing up for the end of the academic year, which marks a time to complete projects and celebrate the accomplishments of our students, as the DHE did the previous week at the 29 Who Shine event at the Massachusetts State House.

The Commissioner then acknowledged the departure of three DHE staff members: Deputy Commissioner for Administration and Finance Sean Nelson; Director of Trustee Relations Michael Mizzoni; and Executive Assistant Katty Mojica. He expressed his appreciation for their hard work and commented that though they will be sorely missed, he is proud of their work at the DHE which has helped expand their professional opportunities. He also announced that we are in the final stages of the search for the CFO position and will launch the other searches shortly.

Commissioner Santiago continued by directing his remarks to the issue of college affordability, noting that there is a growing national movement to address affordability by focusing on public institutions where executive and legislative branches of government can exercise some

control. He cited New York State's Excelsior Scholarship Program, which has been described as "free" tuition at public institutions for families earning less than \$100,000 a year. To be eligible for the New York program, students are required to maintain a certain GPA, attend full time, and maintain state residency. The program additionally functions as a last dollar scholarship. He continued that he believes programs like New York's will continue to expand and be tailored to suit the needs of each state, as it is unlikely that we will see overarching support and coordination from the federal government.

The Commissioner noted that Massachusetts has the Commonwealth Commitment program, which similarly is a major statewide effort with analogous goals. Massachusetts started with smaller program that covered six eligible majors and launched somewhat late in the admissions cycle. Despite those qualifiers, Commissioner Santiago reported that 40% of all students eligible to participate in the Commonwealth Commitment enrolled in the first year. Next year, the program will be expanded to more academic programs with a potential pool of 5,700 eligible students. He stated that the DHE will be monitoring the program's expansion and will need to make a recommendation very soon about what the program should look like going forward; he will also be sending memos to each campus president to identify the number of students who plan to attend their institution using Commonwealth Commitment benefits. From the Commissioner's perspective, Massachusetts must continue in its efforts to make higher education more affordable. He also noted that another way that the Commonwealth can address affordability issues is through the realignment of state financial aid programs, and that the DHE is in the midst of a study that is analyzing the effectiveness of the state financial aid programs and will recommend changes to the way financial aid is structured and distributed in order to better serve Massachusetts students.

Commissioner Santiago concluded his remarks by addressing the concern of BHE member Nancy Hoffman regarding the FAFSA IRS Data Retrieval Tool which has been offline for several months due to concerns at the US Department of Education about data protection. He reported that the DHE has been monitoring FAFSA completion rates on a weekly basis and that, in consultation with the campuses, the Department decided not to extend the May 1 state financial aid deadline. Further, FAFSA completion rates are ahead of schedule which is a very promising sign, and extending the deadline would result in a reduction of awards to accommodate those who filed FAFSAs after the deadline. He concluded that the DHE will inform the campuses of this decision shortly.

### **C. SECRETARY OF EDUCATION'S REMARKS**

Secretary Peyser offered brief comments. He congratulated and acknowledged President Carberry's retirement, and remarked that she was very gracious and helpful to him through mentoring him. He congratulated Dr. Pedraja on his appointment.

He remarked that speaking for both himself and the Governor, the 29 Who Shine event is one of the best events of the year, which not only acknowledges the accomplishments of the individuals receiving the honor, but also public higher education in the Commonwealth.

He continued that the new capital allocation process is in its final stages and will be finalized within the next few weeks. He remarked that this is an important milestone time, and it will be a more strategic, fair, and transparent process.

Chair Gabrieli thanked Secretary Peyser, and suggested putting a discussion on the new capital allocation process on the agenda at a future meeting.

### **D. REPORTS FROM PRESIDENTS**

**State University Presidents' Report – Framingham State University President  
Javier Cevallos**

List of Documents Submitted by President Cevallos

None

President Cevallos stated that he did not have prepared remarks due to his presentation later on, and turned the meeting over to President Cox.

**Community College Presidents' Report – Cape Cod Community College President John L. Cox**

List of Documents Submitted by President Cox

None

President Cox brought greetings from the Community College segment, and thanked the Commissioner, Chairman Gabrieli, Secretary Peyser, and the members of the Board for the opportunity to speak today. He acknowledged and congratulated both President Carberry and Dr. Pedraja.

President Cox began by remarking on the unfunded collective bargaining agreements and the resulting financial burden on the campuses. He explained that, without the agreements being funded, campuses are forced to make very difficult decisions regarding academic programs closing and staff cuts. Further, while North Shore Community College is about to launch the promising PROMISE program, their model becomes less sustainable without the funding commitments of the agreements. He additionally cited increases in part time enrollment; part time students require the same institutional resources and administrative supports as full time students. He concluded that the community colleges really need the support of the BHE for the full commitment of funding for collective bargaining agreements.

He next discussed the new strategic framework for capital asset management, noting that there is a need for debt management and deferred maintenance support. He continued that private partnerships can only go so far for institutions with significant deferred maintenance costs, and as the 2018 capital investment plan is being developed, he is looking for the BHE's advocacy for a higher priority for bond funding.

President Cox reported that his institution's Aviation Maintenance program has partnered with an airport for an event for 300 middle and high school students. CCCC took advantage of this free marketing and open house, where students were provided with hands-on demonstrations. He remarked that the level of excitement of the students was palpable, as seniors and juniors were asking about enrollment.

President Cox concluded his remarks by reiterating his advocacy for collective bargaining and capital funding so they can continue to meet the needs of their community for the future.

**E. REPORT FROM STUDENT ADVISORY COUNCIL**

Student BHE member Jasson Alvarado-Gomez offered brief remarks. He thanked QCC for hosting the BHE today. He reported that the Student Advisory Council had a meeting a few weeks ago to select the new student representative for the Board, and he remarked that he had not known of the existence of the BHE prior to his experience as the student board member. He thanked the BHE for their support and hard work advocating for the students and commented that he will be graduating next week and could not do it without the support of many in the room today. He concluded his remarks by encouraging everyone to continue their

good work.

## VII. MOTIONS

List of Documents Used:  
AAC 17-17

### A. Academic Affairs

Chair Gabrieli turned the meeting over to Academic Affairs Committee (AAC) Chair Nancy Hoffman. Before proceeding with the motions, she congratulated Jasson on his upcoming graduation and President Carberry on her retirement. She then provided a brief summary of the recent AAC meeting, which included an update on the Early College initiative and transfer articulation agreements. She remarked that there a lot of work has been done on these issues behind the scenes.

Committee Chair Hoffman then provided an overview of the motions listed in agenda. BHE member Sheila Harrity stated that she would be abstaining from AAC 17-16 vote because it replicates a program she was heavily involved with.

There being no discussion, the following motion was moved, seconded and approved as follows, with all BHE members present voting in favor:

**AAC 17-15 Middlesex Community College  
Associate in Science in Healthcare Administration**

**MOVED:** The Board of Higher Education hereby approves the application of Middlesex Community College to award an Associate in Science in Healthcare Administration.

Upon graduating the first class for this program, Middlesex shall submit to the Board a status report addressing its success in reaching program goals as stated in the application in the areas of enrollment, curriculum, faculty resources, and program effectiveness

Authority: Massachusetts General Laws Chapter 15A, Section 9(b)

Contact: Winifred M. Hagan, Ed.D.  
Associate Commissioner for Academic Affairs and Student Success

Next, Committee Chair Hoffman called for a vote on AAC 17-16. There being no discussion, the following motion was moved, seconded and approved as follows, with BHE member Harrity abstaining and all other board members present voting in favor:

**AAC 17-16 Mount Wachusett Community College  
Associate in Applied Science in Veterinary Technology**

**MOVED:** The Board of Higher Education hereby approves the application of Mount Wachusett Community College to award an Associate in Applied Science in Veterinary Technology

Upon graduating the first class for this program, Middlesex shall submit to the

Board a status report addressing its success in reaching program goals as stated in the application in the areas of enrollment, curriculum, faculty resources, and program effectiveness

Authority: Massachusetts General Laws Chapter 15A, Section 9(b)

Contact: Winifred M. Hagan, Ed.D.  
Associate Commissioner for Academic Affairs and Student Success

## **B. Fiscal Affairs and Administrative Policy**

Chair Gabrieli turned the meeting over to Fiscal Affairs and Administrative Policy (FAAP) Chair Tom Hopcroft who provided a summary of the discussions at the recent FAAP meeting. Chair Hopcroft stated that there were no motions for consideration at last week's FAAP meeting but there was a detailed presentation on a study done through a partnership between DHE and the Harvard Graduate School of Education that re-imagined the state's financial aid program. Additionally, Deputy Commissioner Nelson provided an update on the FY18 state budget, as well as a status report of the collective bargaining negotiations for higher education. General Counsel Dena Papanikolaou discussed the ongoing effort to strengthen the relationship between the campuses and the respective foundations through the entry of Memoranda of Understanding. Chair Hopcroft concluded his summary by stating that the FAAP meeting also included an update on the DHE's progress on rolling out a new Performance Measurement system for the campuses.

## **VIII. PRESENTATIONS**

- **Clinical Doctorates at State Universities**

Chair Gabrieli turned the meeting over to Salem State University President Patricia Meservey for a presentation on Clinical Doctoral Degrees at State Universities. President Meservey first acknowledged the work of Mass Maritime Academy President Fran MacDonald and Westfield State President Ramon Torrecilha on this matter.

President Meservey began the presentation by providing some historical information on state universities, which are distinct from land-grant research institutions and started as schools created to train teachers. They began to offer bachelor's degrees in the early 20<sup>th</sup> century and later master's degrees after World War II. She also noted that the first professional doctorate was conferred in 1940 and now over 109,000 doctoral degrees are conferred each year across the country. Other state higher education systems have evolved over the years to offer more comprehensive programs and have expanded into postgraduate degrees in some academic areas. There are now over 400 state universities in the United States that have expanded to offer clinical doctoral degrees. She explained that the degree programs she was discussing are clinical programs, specializing in the application of knowledge.

President Meservey introduced Bridgewater State University Interim Provost and Vice President for Academic Affairs Karim Ismaili, who provided an overview of the clinical programs and the career paths of professional practice doctoral degrees and their distinction from academic or theory-based PhDs whose graduates head into careers in research. He stated that state universities are especially well-positioned to offer these programs, as state universities have the connections and accreditations in place to

provide experiential learning opportunities. Further, offering clinical doctorate programs would not present a financial burden to Massachusetts state universities, as these programs require little to no external funding given that their focus is professional practice and not research. He continued that the state universities are strategically placed near gateway cities and offer a quality low cost option for students interested in clinical doctorate programs as compared with high cost private institutions.

Worcester State University President Barry Maloney stated that the state universities' position arises from their understanding of the state higher education landscape and the general laws surrounding this issue. He noted that several state universities have attempted to work with UMass campuses to cooperatively offer these clinical degrees. He continued that professional practice doctorates are distinct because they are not research based, and state universities would not be in competition with UMass for research dollars or for students.

Framingham State University President Javier Cevallos remarked that the state universities are uniquely positioned to offer these degrees and that the BHE has the opportunity to work with the legislature to allow the state universities to do so. He requested that the BHE and the DHE produce a timely study on professional doctoral degrees so they can report back to the legislature.

At the conclusion of the presentation, the BHE engaged in a lengthy discussion regarding this matter. Chair Gabrieli stated that he supports the state universities' position and recognizes the need to raise the skill level of our workforce. BHE Member Henry Thomas stated that the five campuses and President's Office of UMass is against any mission change that would allow state universities to confer or allow any doctorates. He continued that UMass believes there is a more effective and efficient way to meet these outcomes, and that UMass, as the Commonwealth's land-grant research institution, has the resources to meet these needs. Further, redundancy across the system reduces quality, and UMass can offer clinical doctorates more effectively and efficiently. He stated that UMass looks forward to ongoing dialogue and hopes that the legislature will make the right decision on pending legislation. He concluded his remarks by submitting a statement and requesting that it be entered into to the official record (see Appendix A).

Commissioner Santiago stated that it has been 20 years since Miami Dade Community College announced that it was going to offer bachelor's degrees; while there was significant dissent about that, the sky did not fall, and Miami Dade Community College continues to offer a handful of bachelor's programs targeted at the workforce. He stated that he has witnessed vocational technical high schools offering associate's degrees and community colleges offering bachelor's degrees; this shift is happening nationally, and the tide is turning. He suggested that all keep an open mind and put the needs of the Commonwealth first, as the workforce and demands are changing. He stated that there is a request on the table from the state universities to at a minimum study the issue, and the Department is prepared to move forward with that request. As other states are restructuring their state university systems, we should continue to put state needs first and foremost.

BHE member J.D. LaRock stated that he believes there is a strong case to move forward with studying the issue, and he thinks it is odd that this is a controversial issue. He continued, noting that looking at the context, with declining state support for public higher education, the BHE should consider that each segment needs a business play, citing free college programs for community colleges and international enrollment for

UMass. The ability to offer clinical doctorates would allow state universities to compete with private universities who offer these clinical programs at a much higher cost and earn significant revenue from them. He believed that the state universities have their hands tied behind their backs by the law and that it is unfair. He stated that the landscape is really changing nationally and that the BHE has to be more thoughtful and innovative than it has been. He suggested that the institutions should not fear competition but embrace it. He concluded his comments by stating that a competitive system is a great strength of American higher education and that he is very supportive of this proposal and hopes the BHE will be as well.

BHE member Paul Mattera stated that the BHE should look at this from the perspective of the Commonwealth first, as the Commissioner suggested, and view public higher education as a system and not a disaggregation of individual campuses. He noted that a study by the DHE would serve this goal very well.

BHE member Nancy Hoffman stated that the BHE should certainly study this proposal and consider it in terms of the entire system. However, she noted her concerns about the proliferation of degrees and the undergraduate graduation rates, suggesting that perhaps the BHE's focus should be getting students through undergraduate graduation first.

Secretary Peyser stated that the Commissioner's comments provide the right framework for looking at this issue, and the BHE should look at this pragmatically. He continued that more research and data will be helpful, but it may be more practical and efficient to think of this as a facilitated conversation rather than a study. Further, the interested parties need to be brought around the table to discuss this issue, and suggested that there may be examples of a program offered through one particular UMass/state university partnership that works well. He recommended that Commissioner Santiago come back with a proposal for the next step. The current law does allow state universities to offer these degrees with the consent of UMass, and the interested parties shouldn't believe it to be impossible. He noted that he is concerned that there is a vicious cycle of requiring greater and higher credentials to gain employment (i.e., the proliferation of degrees), and that perhaps the BHE should push back on the professions themselves to make sure these clinical doctorate programs are truly necessary and not just the result of entry level requirements increasing.

Commissioner Santiago stated that he will consider how to initiate these conversations and encourage all parties to look at the issue in a fresh way. As the discussion wrapped up, Chair Gabrieli acknowledged BHE member Robert Johnson as the incoming chancellor as UMass Dartmouth, and thanked him for his service to the BHE despite his absence at the meeting.

## **IX. OTHER BUSINESS**

There was no other business.

## **X. ADJOURNMENT**

There being no further business, Chair Gabrieli adjourned the meeting at 12:40 p.m.

Respectfully submitted,  
Carlos E. Santiago  
Commissioner of the Department and  
Secretary to the Board

## **BHE May 9, 2017 Meeting Minutes-- Appendix A**

### **UMass Statement on Clinical and/or Professional Doctorates: (To be included in full in the Minutes of the Meeting of the Board of Higher of Education – May 9, 2017)**

The University of Massachusetts is opposed to authorizing State Universities to award Clinical and Professional Doctorate Programs, as this effort unnecessarily duplicates our mission as the Commonwealth's public doctoral research system. Concerns with this endeavor center on quality, capacity, efficiency, and duplication of efforts.

- **Quality and Capacity:** UMass already has the authority to award 29 clinical and professional doctorate degrees to meet workforce development needs in many critical areas, and as a land-grant doctoral research university system, we are uniquely prepared within the state to offer these degrees at the highest quality. Because of our unique mission, our five doctoral research institutions can utilize our predominantly doctoral-trained, research active faculty and extensive academic resources already present on our campuses to enable these highly specialized degrees to be offered with maximum efficiency and effectiveness. The UMass system remains ready and willing to work in cooperation with the State Universities to expand offerings as needed.

In addition, the UMass Medical School, as a graduate-only University, is poised to provide students from anywhere in the Commonwealth with the highest quality, most affordable education in medicine, nursing and biomedical sciences.

- **Efficiency and cost-efficiency:**  
Doctoral programs are the most expensive segment of higher education. There is limited demonstrated student or workforce demand for a proliferation of these programs within Massachusetts. If there are additional demands, these can be addressed most efficiently through the current UMass system and/or by cooperation among the UMass and state university systems to offer a degree through UMass. There is no need for clinical and/or professional doctorate degree program authorization at State Universities and, indeed, such programs would add unnecessary expenses to their budgets while reducing their faculty teaching capacity at the undergraduate and masters' levels with workload shifts to low enrollment doctoral classes.
- **Duplication**  
It is with good reason that the Commonwealth's public higher education system is structured to encompass three distinct segments, with different missions and different Carnegie Classifications. Each fulfills a particular and distinctive need within the overarching, albeit integrated, public higher education mission of the Commonwealth. The blurring of mission boundaries is not in the best interest of the Commonwealth, particularly at a time of fewer high school graduates, tight budgets and decreasing enrollments at the State Universities. Redundancies across the segments are counterproductive to our push for greater efficiencies between and within our institutions.

Over 1200 students pursue clinical and professional doctorates each year at UMass, meeting essential workforce development needs in the legal and health sciences. The University of Massachusetts welcomes the opportunity to work with the State University

sector to collaborate on professional practice doctoral degrees to address future trends and developments as they arise.

About UMass:

The University of Massachusetts is a five-campus public research university system renowned for the quality of its academic programs, the scope and excellence of its research, and its enduring adherence to its integrated land-grant public service mission of discovery, education and engagement. UMass provides access to high-quality, affordable education that advances knowledge and improves the lives of the people of the Commonwealth, the nation and the world. Named #52 in the world by Thomson Reuters and listed as the World's Most Innovative University in 2016, the UMass system is one of only two public university systems in the US with all of its campuses nationally ranked as doctoral research universities with community engagement classification. The UMass system includes UMass Amherst, the 27<sup>th</sup> best public university in the nation; UMass Boston, the only Hispanic-serving public university in the state; UMass Dartmouth, a national Top 20 University for civic engagement with the first accredited public law school in the Commonwealth; UMass Lowell, with the fastest climbing national university rankings in the country; and UMass Worcester, the Commonwealth's only public medical school. As the only public doctoral research university system in Massachusetts, UMass provides extensive options for students to pursue research, clinical and professional practice doctorate degrees. Clinical and professional practice doctorate programs currently include the DNP, AuD, MD, DPT, and JD degrees in 29 majors across all five UMass campuses.