



*Advancing a Massachusetts
Culture of Assessment*



2nd Annual AMCOA Conference: Our Shared Commitment to Student Learning

**Statewide Conference
on Assessment in
Higher Education**

Friday, April 24, 2015
8 a.m. to 3:30 p.m.

Holiday Inn Boxborough
242 Adams Place
Boxborough, MA

Morning Agenda

Location ▼

8:00 a.m.	Registration Continental Breakfast	Promenade
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9:00 a.m.	Welcoming Remarks Bonnie Orcutt, Director of Learning Outcomes Assessment, MDHE	Federal Room
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9:30 a.m.	Morning Plenary A Shared Purpose: Cross-Institution Collaborations on Assessment <p>The Amcoa Team is completing its fourth year of efforts to advance student learning at the campus level. In an interactive session, regional team representatives will share successful activities that the audience can duplicate on their home campuses.</p> <p>Moderator: Kristina Bendikas, Associate Dean of Academic Affairs, Massachusetts College of Liberal Arts</p> <p>Panelists: Barb Chalfonte, Dean, Institutional Effectiveness, Springfield Technical Community College Jim Gubbins, Associate Professor, Interdisciplinary Studies, Salem State University Rita Jones-Hyde, Associate Professor, English Department, Massasoit Community College Dan Serig, Dean of Academic Programming, Massachusetts College of Art and Design</p>	Federal Room
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10:45 a.m.	Move to Breakout Sessions (see map on page 4)	
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11:00 a.m.	Breakout Sessions A–D	
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	Session A. Scoring: The Stories of Four Multi-State Collaborative Scorers	Seminar Room
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Panelists: Liz Green, Learning Outcomes Assessment Project Coordinator, MDHE
Jean Lendall, Academic Counselor, North Shore Community College
Rebecca Shearman, Assistant Professor, Biology, Framingham State University
Daniel Soucy, Assistant Professor, Philosophy, Mt. Wachusett Community College

Multi-state collaborative scorers representing two- and four-year institutions share their experience and insights having scored work from across the nation and across disciplinary and program areas.

	Session B. Scaling Up: Building Assessment that Represents Your Students' Work	Colonial Room
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Panelists: Robert Awkward, Professor, Business Administration, Middlesex Community College
Angelina O'Brien, Director, Institutional Research, Planning and Assessment, Bristol Community College
Ruth Slotnick, Director of Assessment, Bridgewater State University

Institutions are faced with the challenge of how to broaden the base of student work being collected for assessment. Panelists will offer adaptable strategies for engaging your campus community, building assessment and sampling plans that capture a representative sample of the student work on your campus, and using innovative methods to collect student work.

Session C. Campus Spotlights: Promising PracticesCotillion
Room

Panelists: Neal DeChillo, Salem State University
Maureen O'Shea, Cape Cod Community College
Kathy Vranos, Greenfield Community College

Panelists will share campus-specific stories about how student learning has been advanced via assessment-related activities at their institutions. They will highlight initiatives that demonstrate our ongoing commitment to student learning and chart the way forward for continuous improvement.

Session D. Improving Student Learning: Using Data for Meaningful ChangeDirector's
Room

Panelists: Chris Cratsley, Director of Assessment, Fitchburg State University
Tom Curley, Dean of Academics, Berkshire Community College
Audrey Kali, Associate Professor, Communication Arts, Framingham State University

A critical next step in fulfilling our commitment to student learning is using assessment data to make meaningful change. Panelists will facilitate a discussion on how campuses are using data to support intentional pedagogical and curricular changes, to generate campus discussion and to further a campus commitment to the continuous improvement of teaching and learning.

12:00 p.m. **Move to Lunch in Federal Room (see map on page 4)**

12:00 p.m. **Lunch and Plenary Conversation**

Federal Room

National Collaboration, Local Learning

Massachusetts is currently participating in its second pilot study as part of the Multi-State Collaborative to Advance Learning Outcomes Assessment (MSC), in an effort to implement a practical, valid, and useful program of student learning outcomes assessment for our higher education system. Representatives from pilot study institutions will share how participation in the MSC is advancing student learning and a culture of assessment on their campuses.

Moderator:

Phil Sisson, Provost and Vice President for Academic and Student Affairs,
Middlesex Community College

Panelists:

Andrea Defusco-Sullivan, Director of the Center for Teaching, Learning and Assessment,
North Shore Community College

Paula Haines, Director of Assessment, University of Massachusetts Lowell

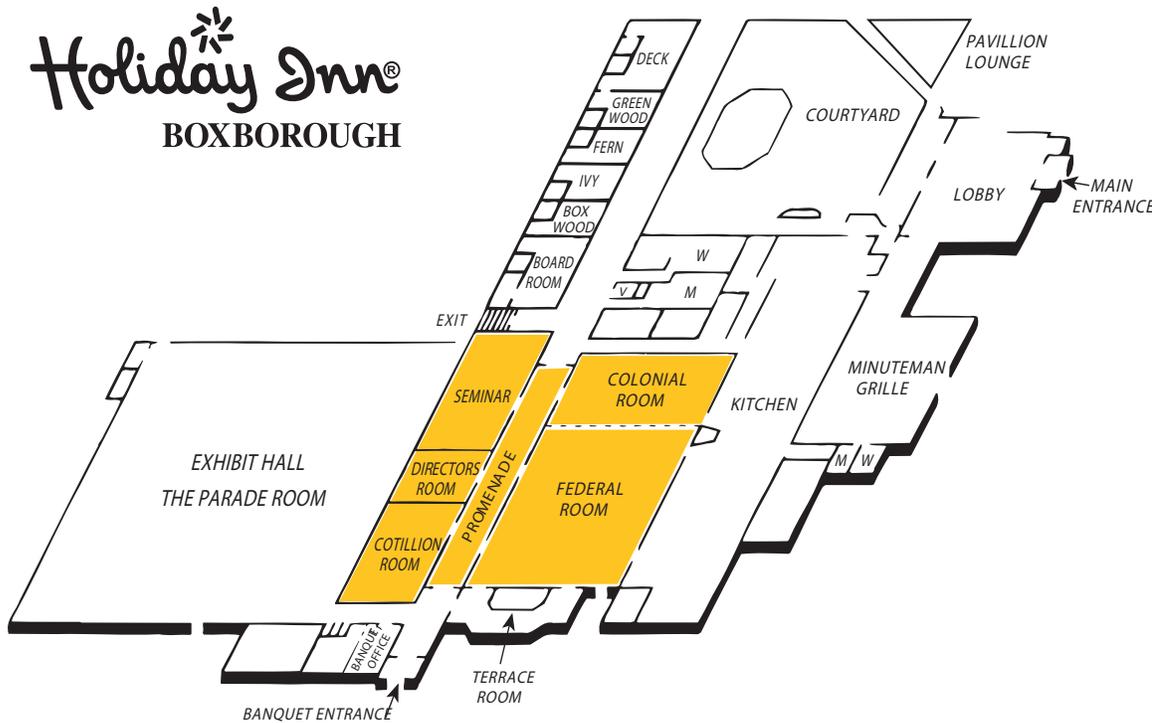
Carol Lerch, Assistant Vice President for Assessment & Planning, Worcester State University

Mark Nicholas, Director of Assessment, Framingham State University

1:15 p.m. **Move to Breakout Sessions (see map on page 4)**

Conference continues with Afternoon Agenda on page 4 >

Afternoon Agenda



Location ▼

1:30 p.m. **Breakout Sessions A–D** (repeat of morning rotation, descriptions on pages 2–3)

Session A. Scoring: The Stories of Four Multi-State Collaborative Scorers

Seminar Room

Session B. Scaling Up: Building Assessment that Represents Your Students' Work

Colonial Room

Session C. Campus Spotlights: Promising Practices

Cotillion Room

Session D. Improving Student Learning: Using Data for Meaningful Change

Director's Room

2:30 p.m. **Return to Federal Room** (see map above)

2:45 p.m. **MSC Lessons Learned and Moving Forward**

Federal Room

Bonnie Orcutt, Director of Learning Outcomes Assessment, MDHE

3:15 p.m. **Wrap-Up/Closing Remarks**

Federal Room

Carlos Santiago, Senior Deputy Commissioner for Academic Affairs, MDHE

Breakout Session Presenter Bios

Morning Plenary

Kristina Bendikas is a member of both the Amcoa and Mass Teams. She is the Associate Dean for Academic Affairs at Massachusetts College of Liberal Arts, where she leads institutional assessment endeavors. These have included the implementation of ongoing assessment processes in the core curriculum, academic majors, and in student affairs programs. In 2011 MCLA received a Vision Project grant to assess written communication in partnership with Berkshire Community College faculty. In 2014, the college was re-accredited by NEASC, winning praise for its “robust culture of assessment.”

Barb Chalfonte, Ph.D., is Dean of Institutional Effectiveness at Springfield Technical Community College. Her primary responsibilities include oversight of institutional research, assessment, professional development, and planning efforts. Her research includes how the development of cognitive processes affect learning outcomes for community college students. Dr. Chalfonte is also a Data Coach for Achieving the Dream, a national community college reform network.

James P. Gubbins is an Associate Professor, Chair of the Interdisciplinary Studies Department, and Faculty Fellow in Assessment at Salem State University. He is also a Teagle Assessment Scholar. Jim has been involved with the AMCOA part of the Vision Project since its inception, and is co-chair of the Faculty Engagement group of the Multi-state Collaborative to Advance Learning Outcome Assessment. Jim has a B.A. in Philosophy from Wesleyan University, a master’s from Harvard Divinity School, and a Ph.D. in Religious Studies with a focus in ethics from Brown University.

Rita Jones-Hyde, Ph.D., has been a full-time faculty member in the English Department at Massasoit Community College since 2007. She teaches courses in composition and literature, and helps plan the annual Rogue Writing Conference. Dr. Jones-Hyde serves as the faculty Assessment Coordinator and is currently Co-Chair for MCC’s NEASC accreditation. In addition, she is an Amcoa Team representative and a member of the Mass Team and Task Force on Statewide Assessment.

Dan Serig is Dean of Academic Programs at Massachusetts College of Art and Design where he was previously Chair and an Associate Professor of Art Education. Since 2002, Serig has been part of dozens of arts programming evaluations throughout the nation. Clients include the NEA Education Leaders Institutes, Cleveland Public Schools (Gund Foundation), Utah

Arts Council, National Dance Institute, Indianapolis Symphony, and ArtsConnection in New York City. He served as the Research Review section editor of *Teaching Artist Journal* for three years and is a current editorial board member of *Teaching Art for Life* journal, and *Visual Inquiry: Teaching and Learning in Art*. Serig presents nationally and internationally.

Session A

Liz Green serves as Learning Outcomes Assessment Project Coordinator for the Department of Higher Education. With experience in curricular and co-curricular assessment, she has always been fascinated with the unique challenges of measuring the complex construct of student learning. Liz works to advance all aspects of the AMCOA Project and recently served as a MSC Project-Level Scorer. Liz is currently finishing her doctoral coursework at Northeastern University and is eager to begin her dissertation this summer.

Jean Lendall is an Academic Counselor in Student Support Services at North Shore Community College, providing academic advising and counseling to students who are first generation to college, low income, and face learning challenges. Jean has a B.A. from Bradford College in Human Studies, a master’s in Education and School Counseling from Salem State University, and is currently working on her Ed.D. in Higher Education Leadership and Management at St. Thomas University.

Rebecca Shearman is an assistant professor in the Biology Department and Faculty Fellow of Assessment at Framingham State University. For the past several years, she has led assessment of the General Education Program at FSU and oversees the development and implementation of the Biology Department’s assessment plan. Shearman has a strong interest in advancing written communication and critical thinking skills in STEM education and has facilitated and participated in several faculty development workshops on these topics.

Daniel Soucy is the Endowed Chair of Civic Engagement and an Assistant Professor of Philosophy at Mount Wachusett Community College. He completed his graduate education in Philosophy and Logic at SUNY Albany, and holds dual baccalaureate degrees in American History and Political Science from Westfield State University. His interests include: logic, the philosophy of logic, ethics, American Pragmatism (especially the works of C.S. Peirce and John Dewey), and the many intersections of philosophical learning, civic learning, and civic engagement. Daniel also serves as a member of the Medical Ethics Board for Heywood Hospital.

Session B

Robert J. Awkward is a Professor of Business Administration and teaches management and economics courses at Middlesex Community College. He has been at MCC for over ten years, and also serves as the MCC Assessment Fellow. Prior to MCC, Bob served in progressive roles as a human resource management executive in varied industries. Bob received his B.A. in Political Science and M.S. in Economic Policy & Planning from Northeastern University, a M.Ed. from Boston University, and is currently a Ph.D. Candidate in Higher Education at the University of Massachusetts Boston.

Angelina O'Brien is the Director of Institutional Research, Planning, and Assessment at Bristol Community College. She currently serves on several workgroups and committees focused on assessment, including the Leadership for Diversity Team and Retention Council Subcommittee. Angelina has presented on the topic of accreditation-related outcomes assessment and evaluation at regional conferences for the North East Association for Institutional Research and the Massachusetts Community College Teaching, Learning, and Student Development Conference. Prior to assuming her current role as Director, she also served as the Staff Associate evaluating Bristol's Title III Grant. Angelina has a M.S. in Counseling, a Certificate of Advanced Graduate Studies in Mental Health, and a License in Mental Health in the State of Rhode Island.

Ruth C. Slotnick, Ph.D., is responsible for overseeing all student learning outcome-assessment related projects and initiatives at Bridgewater State University. As Director of Assessment, she supports the development of program-level learning outcomes, advises in the construction of annual assessment plans for academic program reviews, and aligns outcomes assessment work to regional and national accreditation standards.

Session C

Neal DeChillo, Ph.D., serves as Associate Provost for Academic Affairs and Dean of the College of Health & Human Services at Salem State University. At Salem State University he has worked closely with faculty on the development of the General Education Curriculum (implemented fall 2015) and has designed and overseen the pilot assessment of the new curriculum. Prior to assuming his dean's position, he was a tenured professor in Salem State University's School of Social Work from 1995 to 2002. Before coming to Massachusetts, he was a faculty member with the Graduate School of Social Work at Portland State University (OR) and served as Research

Director of the Research and Training Center on Family Support and Children's Mental Health. He has published in the areas of children and adult mental health, mental health service system research, homelessness, and family/professional collaboration. He has been a member of the Amcoa Team and the Mass Team since 2012.

Maureen O'Shea, Ph.D., is a developmental/educational psychologist with extensive experience in teaching, applied research and strategic planning. Maureen earned a BA from Princeton University and a Ph.D. in Developmental Psychology from the Graduate Center of CUNY. In addition to several college faculty positions, Maureen served as the research and planning director for two "umbrella" non-profit organizations in New Jersey. In 2010, Maureen transferred her skills to a new role in institutional effectiveness at Delaware County Community College in Media, PA. In March 2013, she became the Director of Institutional Research and Planning at Cape Cod Community College. At Cape Cod, Maureen is responsible for strategic planning, institutional research and assessment.

Kathleen M. Vranos has been Dean of Business and Information Technology, Professional Studies, and Social Sciences at Greenfield Community College since 2014. Previously, she served as Co-Chair and Professor of Business/Marketing at GCC where she contributed strongly to program innovation and assessment. Dean Vranos holds an M.S.A. from Northwestern University and a B.A. from Boston College. She has extensive professional experience with large and small businesses and nonprofits in marketing, market research, strategic planning, and new product development.

Session D

Chris Cratsley, Ph.D., completed his B.S. in Biology and Undergraduate Teacher Preparation in Secondary Education at Brown University. He received his Ph.D. in Biology from Tufts University. He has brought his passion for improving teaching and learning to Fitchburg State University for the past 15 years, first as a faculty member in Biology and Secondary Education, and currently as the Director of Assessment. Dr. Cratsley represents Fitchburg State University on the Amcoa Team, and the Taskforce on Statewide Learning Outcomes Assessment, and represents Massachusetts on the Multi-State Collaborative to Advance Learning Outcomes Assessment State Partner Team.

Tom Curley has been the Dean of the Humanities Division at Berkshire Community College since 2000. Prior to that time, he was Assistant to the Chancellor

of the Houston Community College system, and from 1990–1997, he was a full-time English faculty member at Southwest College. With the exception of about six years, he was an English adjunct from 1972–1990. He holds B.A. and M.A. degrees from the University of Houston. During his career, Tom has become more and more aware of the necessity of meaningful data in our efforts to improve student learning outcome.

Audrey E. Kali, Ph.D., is an Associate Professor in the Communication Arts Department at Framingham State University and has been an active member of the University Assessment Advisory Group since the Fall of 2011. She has served as a departmental assessment liaison for the past four years and has made recommendations for curricular improvement based on both direct and indirect assessment of student learning. In summer 2012 she was instrumental in piloting the Critical Thinking objective for General Education. Dr. Kali has also worked to develop a Critical Thinking Assessment Rubric and has made recommendations for the promotion of critical thinking in the classroom. For the past two years she has served as a facilitator for the FSU President’s Initiative for Critical Thinking. This program provides workshops to help faculty from FSU and Mass Bay develop strategies for integrating Critical Thinking into the classroom, improving assignment design, and refining rubric construction. Each year Dr. Kali teaches Argumentation and Advanced Public Speaking, in which critical thinking skills are fundamental components.

Lunch Plenary

Philip J. Sisson is currently Provost and Vice President of Academic & Student Affairs at Middlesex Community College. Provost Sisson has more than 25 years of college administration service mostly within New England community colleges. Previously, Provost Sisson served as Vice President of Academic and Student Affairs and Dean of the Division of Language and Literature, Mathematics, Natural Sciences and Life Fitness at Cape Cod Community College. At the Community College of Rhode Island, Provost Sisson held several positions including Dean of Arts and Sciences, Dean of Workforce Education, and Chief Academic Officer of the Liston Campus/Providence. In Rhode Island, Provost Sisson served on the Board of Higher Education Statewide Assessment Task Force working with consultant Peggy Maki to advance outcomes assessment at CCRI, RIC and URI. In Massachusetts, Provost Sisson has also served on both the Mass Team and the Multi-State Collaborative Team with a keen interest in supporting both the state and national pilot efforts to improve our understanding

of student learning based upon the assessment of authentic student work.

Paula Haines is the Director of Assessment at the University of Massachusetts Lowell, where her work focuses on measuring student learning outcomes and emphasizes faculty development. In her current and previous roles, she has played a leadership role in assessment initiatives at the departmental, institutional and state levels. Haines serves on multiple Massachusetts Vision Project Assessment committees. She has an M.Ph. in English from SUNY Stony Brook, and a B.A. in English from UMass Lowell.

Carol Lerch taught mathematics for 20 years at various small private colleges in New England. As an educational action researcher Carol would make changes to her courses based on student input. Seeing the need for a broader interest in assessment at her college, she became the faculty assessment director, leading to the development of various tools to help faculty with their assessment projects. A career change into assessment brought Carol to Worcester State University as the Assistant Vice President for Assessment & Planning. One of her first actions was to attend an AMCOA meeting, finding other like-minded faculty and administrators interested in furthering authentic assessment techniques.

Mark Nicholas, Ph.D., is Director of Assessment at Framingham State University. His research and professional experience relates to the assessment of student learning outcomes in academic and non-academic settings. Mark serves on the Amcoa Team and Task Force on Statewide Assessment, and is Framingham’s institution lead for the Multi-State Collaborative to Advance Learning Outcomes Assessment Pilot Study.

Andrea DeFusco-Sullivan is the Director of the Center for Teaching, Learning and Assessment at North Shore Community College, which is the college’s base for collaborative assessment and civic learning. She served on the BHE’s Civic Learning Data Collection Team, and currently serves on the Mass Team and Task Force for Statewide Assessment. Before coming to North Shore, Andrea served for a decade at Boston College as the Assistant Dean to the College of Arts and Sciences, and as a director in the Office of AHANA Student Programs. She also worked for a decade as an adjunct in English and Humanities at Northern Essex and Middlesex Community Colleges. Her special interest, and the subject of much of her published work, is using classroom-based strategies to increase persistence among first generation college students.

Amcoa Team

Purpose

To advance assessment of student learning on public campuses of higher education through information sharing about best practices and campus experiences; provision of faculty and staff professional development opportunities; and cross-institution, collaborative experiments with assessment approaches and assessment technology. Amcoa Team activities and projects are geared toward achieving the twin goals of enhancing a campus culture of assessment and strengthening campus assessment capabilities. The Amcoa Team plans and hosts regional and statewide conferences, meetings and workshops in Massachusetts to provide public campus faculty and assessment leaders multiple opportunities for sharing information, assessment strategies, and new assessment approaches.

REGION ONE

Chair: Charles Prescott

Berkshire Community College, Pittsfield

Thomas Curley
Charles Prescott

Greenfield Community College, Greenfield

Marie Breheny
Judi Greene-Corvee

Holyoke Community College, Holyoke

Terri Kinstle
Judy Turcotte

Massachusetts College of Liberal Arts, North Adams

Kristina Bendikas

Springfield Technical Community College, Springfield

Barb Chalfonte
Tracey Trottier

University of Massachusetts Amherst

Martha Stassen

Westfield State University, Westfield

Joe Camilleri
Susanne Chuku
Lisa Plantefaber

REGION TWO

Chair: Chris Cratsley

Fitchburg State University, Fitchburg

Chris Cratsley
Michael Greenwood
Kate Jewell
Ben Railton

Framingham State University, Framingham

Karen Druffel
Mark Nicholas
Rebecca Shearman

Quinsigamond Community College, Worcester

Gaelan Benway
Pat Schmohl
Nancy Schoenfeld

MassBay Community College, Wellesley Hills

Christaine Turnheim

Middlesex Community College, Bedford

Elise Martin
Robert Awkward
Peter Shea

Mount Wachusett Community College, Gardner

Kathleen McGinn
Michelle Paranto

Worcester State University, Worcester

Carol Lerch
Anne Falke

University of Massachusetts Lowell

Paula Haines

Membership

Eighty-four person team consisting of three representatives for each of the 28 campuses in the Massachusetts system of public higher education (excluding the University of Massachusetts Medical School) appointed by the respective college or university president/chancellor. Presidents/chancellors are asked to appoint members.

Leadership

Amcoa Team leadership is shared by the DHE Director of Learning Outcomes Assessment and elected Amcoa Team chairs.

Amcoa Team & AMCOA Project

The AMCOA (Advancing a Massachusetts Culture of Assessment) Project has multiple components within the Vision Project Student Learning goal. One component includes the Amcoa Team. To distinguish between the AMCOA Project as a whole and the Amcoa Team as a component, the acronym for the project is AMCOA (all caps) and Amcoa (mixed upper and lowercase letters) for the team.

REGION THREE

Chair: Jim Gubbins

Bunker Hill Community College, Boston

David Leavitt

Tim McLaughlin

North Shore Community College, Danvers

Andrea DeFusco-Sullivan

Russel Green

Northern Essex Community College, Haverhill

Linda Meccouri

Suzanne Van Wert

Salem State University, Salem

Marc Boots-Ebenfield

Neal DeChillo

Jim Gubbins

Roxbury Community College, Roxbury

Javad Moulai

Massachusetts College of Art and Design, Boston

Jennie-Rebecca Falcetta

Dan Serig

University of Massachusetts Boston

Neal Bruss

Maura Mast

REGION FOUR

Chair: Maureen O'Shea

Bridgewater State University, Bridgewater

John Marvelle

Ruth Slotnick

Michael Young

Bristol Community College, Fall River

Jennifer Boulay

Suzanne Buglione

Rhonda Gabovitch

Holly Pappas

Cape Cod Community College, West Barnstable

Trish Allen

William Berry

Maureen O'Shea

Massachusetts Maritime Academy, Buzzards Bay

Mark Patrick

Massasoit Community College, Brockton

Peter Johnston

Rita Jones-Hyde

Susan Keith

University of Massachusetts Dartmouth

Marlene Clapp

Upcoming Amcoa Team Regional Events

Middlesex Community College Assessment Day

May 18, 2015

Middlesex Community College

Contact:

Chris Cratsley, Region 2 Chair
ccratsley@fitchburgstate.edu

UMass Lowell faculty and staff will join Middlesex Community College on the MCC campus for MCC's first (annual) Assessment Day on Monday, May 18. There they will participate on an assessment team of their choice to assess student learning and development at one of three levels. Two assessment teams will be comprised of faculty and staff from across the college, examining student achievement of quantitative literacy at the capstone course level as well as within the General Education core curriculum. All other assessment teams will be program-specific, representing both academic and student affairs, assessing student learning and development related to a program learning outcome of their choosing.

Fitchburg State University and Mount Wachusett Community College Workshops on Assignment Design and Assessment

May 18, 2015

Fitchburg State University

Contact:

Chris Cratsley, Region 2 Chair
ccratsley@fitchburgstate.edu

As part of their ongoing collaboration with Mount Wachusett Community College to assess learning outcomes, Fitchburg State will host faculty from MWCC with spots open for colleagues from other regional partners to discuss assignment design and assessment in the areas of Aesthetic Appreciation, Civic Learning, Critical Thinking, Quantitative Reasoning and Written Communication.

Southeastern Massachusetts Assessment Regional Training (SMART): Critical Thinking & Assignment Design Charrette

May 20, 2015

Massasoit Community College

Contact:

Maureen O'Shea, Region 4 Chair
moshea@capecod.edu

A lecture by Peter Taylor, Director of the Graduate Program in Critical and Creative Thinking at UMass Boston will be followed by two assignment design charrettes. Assignment Design Charrettes bring faculty together in small, intensive workgroups to collaboratively review assignments and identify possible design strategies to help assignments better demonstrate desired student outcomes.

Finding Evidence of Student Learning in Non-Written Student Work

May 28, 2015

Salem State University

Contact:

Jim Gubbins, Region 3 Chair
jgubbins@salemstate.edu

Departments of music, art, dance and others regularly review and evaluate their students' work. This professional development event will help faculty learn how to turn these evaluation activities into powerful and transformative assessments for students, faculty, and departments.

Bringing It Home: "Closing the Loop" Strategies on Our Campuses

June 3, 2015

Berkshire Community College

Contact:

Chuck Prescott, Region 1 Chair
cprescot@berkshirecc.edu

This Amcoa regional meeting will focus on campus-level "closing the loop" strategies. Each of the campuses will send 4 or 5 representatives (assessment coordinator, professional development coordinator, several faculty who have been very closely involved in the process already) to have a deep conversation about institution-level learning outcomes and the ways those goals feed into program-level and course-level teaching, learning and assessment. What are we doing on our own campuses, what seems to be working, and what are the challenges? This best practices conversation will help us learn from each other as we continue to address these ongoing assessment-based challenges.

Assessment Conference at MassBay Community College

June 5, 2015

MassBay Community College

Contact:

Chris Cratsley, Region 2 Chair
ccratsley@fitchburgstate.edu

MassBay Community College will be hosting faculty from their own institution, Framingham State and other regional partners for an assessment conference. The focus of the conference will be on full-time faculty and adjunct faculty collaboration on assessment and student learning.



the **Vision**
Project

A PUBLIC AGENDA for
HIGHER EDUCATION
in MASSACHUSETTS

**We will produce the best-educated
citizenry and workforce in the nation.**

**We will be a national leader in research
that drives economic development.**

www.mass.edu/visionproject

Special Thanks to:

Members of the many AMCOA assessment teams
that have provided leadership over the past four years

Presidential Advisory Group for AMCOA and LEAP Team

Task Force on Statewide Assessment

Massachusetts Team

State Partner Team

Amcoa Team

www.mass.edu/studentlearning

And the Presidents, Vice Presidents, and Chief Academic Officers
of the Massachusetts Public Higher Education System