

BOARD OF HIGHER EDUCATION
September 15, 2005

The September 15, 2005, meeting of the Board of Higher Education (BHE) was held at the Massachusetts College of Liberal Arts in North Adams, Massachusetts. The following members were present:

Stephen P. Tocco, Chair
Aaron D. Spencer, Vice Chair
G. L. (Peter) Alcock
John Brockelman

Jeanne-Marie Boylan
Amanda Lacouture
Carole Thomson

Absent: Kathleen Kelley, Ann Reale, Richard Taylor, and Karl White

CALL TO ORDER

Chair Tocco called the meeting to order at 9:40 a.m.

ACCEPTANCE OF MINUTES

A motion was made to accept the minutes of the June 21, 2005, Board meeting. Dr. Patricia Markunas, President of the Massachusetts State College Association, requested that the statement in the minutes, "She is optimistic that contract settlement with the Massachusetts State College Association is imminent." be changed to "She is optimistic that the Massachusetts State College Association contract will be viewed favorably by Administration and Finance." The motion was seconded and unanimously approved to accept the revised minutes of the June 21, 2005, Board meeting.

WELCOME

Dr. Mary Grant, President of the Massachusetts College of Liberal Arts, welcomed the Board and presented a PowerPoint presentation, which highlighted the College's many educational attributes, its value to students and its contributions to the economic and cultural life of Berkshire County.

CHAIRMAN'S REMARKS

The Chair thanked Interim President Paul Raverta for his gracious hospitality in hosting the fifth BHE dinner with regional trustees and presidents the previous evening at Berkshire Community College.

Chair Tocco announced that Chancellor Gill, under the authority designated by Motion BHE 05-09, Delegation of Authority, approved the Commonwealth Hurricane Katrina Tuition Waiver, which "requests that public higher education institutions develop waiver programs for eligible students that would provide a 100 percent tuition waiver for any non-state supported course or program offered by such public college or university." Both public and private higher education institutions are working hard to help in disaster relief. The BHE Web site, bhe.mass.edu, is serving as an information resource of higher education activities for both the public and the independent sectors and includes an Emergency Housing Service.

Chair Tocco reported that the Massachusetts Community College Council (MCCC) contract was signed on September 12 and is awaiting the Governor's signature. The Massachusetts State College Association (MSCA) contract is awaiting the Governor's signature and will then be submitted to Legislature leaders for their approval. He explained that the process has been slowed by the verification of data. Chair Tocco asked those with an interest to call Administration and Finance to request that the contract be submitted to the Legislature.

CHANCELLOR'S REMARKS

Chancellor Judith Gill recognized presidents in attendance at the meeting: Dr. Paul Raverta of Berkshire Community College, Dr. Robert Pura of Greenfield Community College, Dr. Mary Grant of Massachusetts College of Liberal Arts, Dr. Wayne Burton of North Shore Community College, Dr. Terrence Gomes of Roxbury Community College, and Dr. Janelle Ashley, President of Worcester State College.

Mr. Frederick Clark, Executive Officer of the State College Council of Presidents, Jan Motta, Executive Officer of the Massachusetts Community Colleges, and Dr. Ted Landmark, President of the Boston Architectural Center, were also recognized.

Chancellor Gill continued Chair Tocco's discussion regarding the progress of the faculty union contract, stating that there are many items in the contract that require complicated calculations. She added that Administration and Finance is presently reviewing more than 20 contracts, which will later be submitted to the Legislature.

Chancellor Gill announced that the BHE has had a leadership role in three grants which seek to shape PreK-16 policy and partnerships. On July 11, Massachusetts was chosen as one of ten states to receive a National Governors Association grant of approximately \$1 million per year for the next two years, to be administered jointly by the BHE, DOE and the Governor's Office. The grant focuses on several priorities, among them:

- restoring the state's dual enrollment program with a focus on math and science;
- aligning high school and college curriculum;
- creating a communications strategy for career and education planning; and
- developing a K-16 database to integrate BHE and DOE data.

The Economic Stimulus Bill released by the House on July 28 recommends recapitalization of the BHE's STEM Pipeline Fund in the amount of \$4 million each year for the next five years. The STEM Pipeline Fund seeks to improve teaching and learning of science, technology, engineering and mathematics (STEM) subjects and increase awareness of STEM careers.

On August 9, the Massachusetts GEAR UP program was notified it would be refunded by the federal government for \$3.5 million each year for the next six years. GEAR UP promotes early awareness and college readiness among low-income students in 15 Massachusetts schools and the state, and in receiving these funds, agrees to provide scholarships for GEAR UP students at our public institutions. The first group of GEAR UP students graduated in June, and the Chancellor stated that she looks forward to receiving information on how many students from this initial cohort enrolled in college this fall.

Chancellor Gill reported that the Board will continue the theme of regionalization—especially the identification of workforce needs within each region.

REPORTS FROM PRESIDENTS

Dr. Janelle Ashley, President of Worcester State College and Chair of the Executive Committee of the Council of Presidents, reflected on summer events, including the submission of the Massachusetts State College Association and the Association of Professional Administrators (APA) contracts to the Governor for which she thanked the Chair, the Chancellor and BHE staff. She asked Board members to encourage the Governor to submit the faculty contract cost request to the Legislature and then to work with them to expeditiously appropriate funding. She reported that the state college presidents are working with the Senate and House Ways and Means committees to include funding for the APA contract as part of the Deficiency Budget Bill. It is also important that retroactive funds be included in the APA and AFSCME contracts.

President Ashley reported that even with new dormitories open on several campuses, residence halls are filled to capacity, and classes are full. She promised that the state college presidents will continue to work with the Board, the Governor and the Legislature to support full funding of operating budgets, capital funds, the endowment incentive, and student financial aid. She reported that a Public Higher Education Advocacy Network, comprising the three segments, is reaching out to the media, business and public policy communities and to the one million public higher education students, alumni, and families, to promote the importance of public higher education to the future of the Commonwealth.

Dr. Robert Pura, President of Greenfield Community College and Chair of the Council of Community College Presidents, addressed the community colleges' efforts to aid the victims of Hurricane Katrina, including collection of books, clothing and money; waiving of tuition and fees for displaced students;

housing; and telephone calls to Gulf Coast students and alumni. Recognizing that rebuilding of the Gulf Coast may take years, President Pura said that the Massachusetts community colleges will remain committed to helping those living in the stricken area and those who have been relocated to Cape Cod. He acknowledged the relief efforts of Cape Cod Community College, located near Camp Edwards on Cape Cod.

President Pura reflected on the activity of the summer months, which included the community colleges' involvement with over 40,000 state residents who visited campuses for credit and noncredit offerings, athletic camps and learning opportunities for children, teachers, and senior citizens. Priorities for the upcoming year focus on vision, leadership, advocacy and resources to rebuild "affordable excellence in learning" on the public campuses, and President Pura vowed his commitment to work toward these goals. He thanked the Board, the Community College Presidents' Council—particularly, President Daniel Asquino—and Union leadership for their work on the signing and ratification of the MCCC faculty and staff contract, but he appealed to Chair Tocco and Chancellor Gill to continue to work to secure funding of this contract.

Dr. Patricia Markunas, President of the Massachusetts State College Association, thanked Chair Tocco for the opportunity to address the Board. She introduced Maryann Doyle, who is recently displaced from Loyola University in Louisiana and for whom Dr. Markunas is seeking housing.

Dr. Markunas expressed her dismay that the MSCA contract has still not been finalized, and she said that the state college faculty and librarians should have been told that the process would take considerable time. She was also concerned that the APA contract, ratified after the MSCA contract, has been funded, while the MSCA contract has not, and she called the delay disruptive to the faculty members and librarians. In conclusion, Dr. Markunas said that she took the Board at its word in encouraging Administration and Finance to submit the MSCA contract in the deficiency budget.

Chair Tocco responded that the delay in funding has been caused by bureaucracy, not disagreement, and he vowed to continue to expedite the process.

MOTIONS

John Brockelman, Chair of the Assessment and Accountability Committee, brought forth the following motion. He introduced Aundrea Kelley, Associate Vice Chancellor for Academic Policy, who gave a PowerPoint presentation, entitled "Review Criteria Differences," which explained the review process of the two following programs submitted by the University of Massachusetts Dartmouth and the Boston Architectural Center.

The following motion was seconded and unanimously approved by the Board.

BHE 06-01 UNIVERSITY OF MASSACHUSETTS DARTMOUTH: MASTER OF PUBLIC POLICY

MOVED: The Board of Higher Education hereby approves the expedited application of the **University of Massachusetts Dartmouth** to award the **Master of Public Policy**.

One year after graduating the program's first class, the University shall submit to the Board a status report addressing its success in reaching program goals as stated in the application and in the areas of enrollment, curriculum, faculty, resources, and program effectiveness.

Authority: Massachusetts General Laws Chapter 15A, Section 9(b)
Contact: Aundrea Kelley, Associate Vice Chancellor for Academic Policy

Mr. Brockelman introduced the following motion, which was seconded and unanimously approved.

BHE 06-02 BOSTON ARCHITECTURAL CENTER: BACHELOR OF LANDSCAPE ARCHITECTURE

MOVED: The Board of Higher Education hereby approves the Articles of Amendment of the **Boston Architectural Center** to award the Bachelor of Landscape Architecture.

The institution shall provide in January 2006, and annually for four years thereafter, a status report on its implementation of its academic programs, including information regarding curriculum, enrollment, faculty, student services, and publications.

Authority: Massachusetts General Laws Chapter 69, Section 30 et. Seq.
Contact: Aundrea Kelley, Associate Vice Chancellor for Academic Policy

Aaron Spencer, Chair of the Fiscal Affairs and Administrative Policy Committee, brought forth the following motion. Kurt Steinberg, Associate Vice Chancellor for Fiscal Policy, explained that there is great need for the relocation study due to the poor condition of present buildings and facilities at Essex Agricultural and Technical School, where many of these programs are currently situated. The motion was seconded and unanimously approved.

BHE 06-03 NORTH SHORE COMMUNITY COLLEGE ESSEX AGRICULTURAL AND TECHNICAL SCHOOL: PROGRAM RELOCATION STUDY

MOVED: The Board of Higher Education hereby gives North Shore Community College approval to proceed with the Essex Agricultural and Technical School Program Relocation Study. This approval is given with the understanding that North Shore Community College is responsible for all costs related to the study and that it will not proceed with design and/or construction until the Board of Higher Education gives its approval to proceed.

Authority: MGL Chapter 15A, Section 9
Contact: Kurt T. Steinberg, Associate Vice Chancellor for Fiscal Policy

Chair Tocco recused himself from the following motions, BHE 06-04, BHE 06-05, BHE 06-06, and BHE 06-07.

Aaron Spencer brought forth the following motion. He then welcomed and introduced Edward Adelman, Executive Director of the Massachusetts State College Building Authority (MSCBA), who explained that the motion will approve bond funding for a new residence hall at Bridgewater State College, to be completed in fall 2007. Mr. Adelman said that the MSCBA will work very closely with the campus and will be sensitive to the issues of cost. This construction, which will support Bridgewater State College's capacity to enrollment, will be built in two phases: Phase I will provide 408 beds, conference, student life, and bookstore space. Phase II will construct 412 beds and conference space. The East Campus Dining Hall will also be expanded by 320 seats.

The motion was seconded and unanimously approved.

BHE 06-04 MASSACHUSETTS STATE COLLEGE BUILDING AUTHORITY PROJECTS PERTAINING TO RESIDENCE HALLS

MOVED: MASSACHUSETTS STATE COLLEGE BUILDING AUTHORITY CONSTRUCTION OF A NEW RESIDENCE HALL AT BRIDGEWATER STATE COLLEGE

1. The Chancellor of the System of Public Higher Education (the "Chancellor") is authorized and directed in the name and on behalf of the Board of Higher Education

(the “Board”) to make a written request to the Massachusetts State College Building Authority (the “Authority”) that the Authority initiate the projects described in EXHIBIT A attached hereto.

2. Bonds issued by the Authority to finance the projects for which a request is hereby authorized may be issued together with or separately from bonds issued to carry out other projects of the Authority for which the Board authorizes a request.
3. The Chancellor and all other officers of the Board, each acting singly, are authorized to request the Commissioner of Administration to approve in writing the initiation by the Authority of the projects for which a request is hereby authorized, and to do such other things and to take such other action as the officer so acting shall, as conclusively evidenced by the taking of such action, deem necessary or desirable to be done or taken to carry into effect the matters hereby authorized.
4. The Board and the Commonwealth of Massachusetts, acting by and through the Board, declare their official intent under §1.150-2(d)(1) and (e) of the Treasury Regulations as follows:

The Board reasonably expects that there shall be reimbursed from the proceeds of bonds issued by the Authority, expenditures (including expenditures made within the last 60 days) temporarily advanced by the Commonwealth (including within such term the Board and the State Colleges) for the projects for which a written request is hereby authorized, the maximum principal amount of such bonds expected to be issued, all or a portion of the proceeds of which are reasonably expected to be used for such reimbursement purposes, being \$44,400,000.

Authority: Massachusetts General Laws Chapter 15A, Section 6 and 73 App.
Contact: Kurt T. Steinberg, Associate Vice Chancellor for Fiscal Policy

Aaron Spencer introduced the following three motions, and Mr. Adelman continued his discussion of the process of working with staff, campus presidents, and students, Administration and Finance and the Division of Capital Asset Management to manage design and construction of primarily residential buildings on the nine state college campuses and maintenance of existing housing. He said that 650 new beds are now proposed.

A discussion ensued on a question asked by Aaron Spencer regarding faculty housing. Chair Tocco followed with his perceived need for a state-wide housing strategy, stating that he thought the Board of Higher Education could be part of the solution of the housing shortage if the Board made the availability of affordable housing a priority. He suggested that the Board reach out to the University of Massachusetts Boston in their desire to build dormitories, which would possibly aid the housing shortage in the South Boston/Dorchester community.

Chair Tocco called on Aaron Spencer to seek out opportunities for the BHE and the Massachusetts State College Building Authority (MSCBA) to investigate broad solutions to housing shortages in the communities of our public college and University campuses.

Mr. Spencer said that there was the challenge that the BHE is running low on bond authorization. He said that the performance of the MSCBA has demonstrated that it is capable of playing a more important role in making major contributions to the state.

Mr. Adelman agreed that increasing the dormitory capacity at colleges helps both the students and the communities. He added that Cape Cod Community College has an acute need for housing. He thanked the Board for its confidence in him, and he said he would be pleased to help.

Chair Tocco offered the argument that the state is losing population, including faculty at our campuses, because of the lack of affordable housing and suggested that the commitment to offer affordable housing become part of the Board’s overall strategy.

Following introduction, Motions BHE 06-05, BHE 06-06, and BHE 06-07 were seconded and unanimously approved.

**BHE 06-05 MASSACHUSETTS STATE COLLEGE BUILDING AUTHORITY PROJECTS
PERTAINING TO STUDENT LIFE FACILITIES**

MOVED: MASSACHUSETTS STATE COLLEGE BUILDING AUTHORITY ADDITIONS TO AND
RENOVATIONS OF RESIDENCE HALLS AT MASSACHUSETTS MARITIME
ACADEMY

1. The Chancellor of the System of Public Higher Education (the “Chancellor”) is authorized and directed in the name and on behalf of the Board of Higher Education (the “Board”) to make a written request to the Massachusetts State College Building Authority (the “Authority”) that the Authority initiate the projects described in EXHIBIT A attached hereto.
2. Bonds issued by the Authority to finance the projects for which a request is hereby authorized may be issued together with or separately from bonds issued to carry out other projects of the Authority for which the Board authorizes a request.
3. The Chancellor and all other officers of the Board, each acting singly, are authorized to request the Commissioner of Administration to approve in writing the initiation by the Authority of the projects for which a request is hereby authorized, and to do such other things and to take such other action as the officer so acting shall, as conclusively evidenced by the taking of such action, deem necessary or desirable to be done or taken to carry into effect the matters hereby authorized.
4. The Board and the Commonwealth of Massachusetts, acting by and through the Board, declare their official intent under §1.150-2(d)(1) and (e) of the Treasury Regulations as follows:

The Board reasonably expects that there shall be reimbursed from the proceeds of bonds issued by the Authority, expenditures (including expenditures made within the last 60 days) temporarily advanced by the Commonwealth (including within such term the Board and the State Colleges) for the projects for which a written request is hereby authorized, the maximum principal amount of such bonds expected to be issued, all or a portion of the proceeds of which are reasonably expected to be used for such reimbursement purposes, being \$18,300,000.

Authority: Massachusetts General Laws Chapter 15A, Section 6 and 73 App.
Contact: Kurt T. Steinberg, Associate Vice Chancellor for Fiscal Policy

**BHE 06-06 MASSACHUSETTS STATE COLLEGE BUILDING AUTHORITY PROJECTS
PERTAINING TO STUDENT LIFE FACILITIES**

MOVED: MASSACHUSETTS STATE COLLEGE BUILDING AUTHORITY REPAIR,
RENOVATION, AND CONSTRUCTION OF STUDENT LIFE FACILITIES

1. The Chancellor of the System of Public Higher Education (the “Chancellor”) is authorized and directed in the name and on behalf of the Board of Higher Education (the “Board”) to make a written request to the Massachusetts State College Building Authority (the “Authority”) that the Authority initiate the projects described in EXHIBIT A attached hereto

1. Bonds issued by the Authority to finance the projects for which a request is hereby authorized may be issued together with or separately from bonds issued to carry out other projects of the Authority for which the Board authorizes a request.
2. The Chancellor and all other officers of the Board, each acting singly, are authorized to request the Commissioner of Administration to approve in writing the initiation by the Authority of the projects for which a request is hereby authorized, and to do such other things and to take such other action as the officer so acting shall, as conclusively evidenced by the taking of such action, deem necessary or desirable to be done or taken to carry into effect the matters hereby authorized.
3. The Board and the Commonwealth of Massachusetts, acting by and through the Board, declare their official intent under §1.150-2(d)(1) and (e) of the Treasury Regulations as follows:

The Board reasonably expects that there shall be reimbursed from the proceeds of bonds issued by the Authority, expenditures (including expenditures made within the last 60 days) temporarily advanced by the Commonwealth (including within such term the Board and the State Colleges) for the projects for which a written request is hereby authorized, the maximum principal amount of such bonds expected to be issued, all or a portion of the proceeds of which are reasonably expected to be used for such reimbursement purposes, being \$20,200,000.

Authority: Massachusetts General Laws Chapter 15A, Section 6 and 73 App.
 Contact: Kurt T. Steinberg, Associate Vice Chancellor for Fiscal Policy

BHE 06-07 APPROVAL OF MASSACHUSETTS STATE COLLEGE BUILDING AUTHORITY PROJECTS PERTAINING TO RESIDENCE HALLS

MOVED: MASSACHUSETTS STATE COLLEGE BUILDING AUTHORITY REPAIR AND RENOVATION OF ITS RESIDENCE HALLS

1. The Chancellor of the System of Public Higher Education (the "Chancellor") is authorized and directed in the name and on behalf of the Board of Higher Education (the "Board") to make a written request to the Massachusetts State College Building Authority (the "Authority") that the Authority initiate the projects described in EXHIBIT A attached hereto.
2. Bonds issued by the Authority to finance the projects for which a request is hereby authorized may be issued together with or separately from bonds issued to carry out other projects of the Authority for which the Board authorizes a request.
3. The Chancellor and all other officers of the Board, each acting singly, are authorized to request the Commissioner of Administration to approve in writing the initiation by the Authority of the projects for which a request is hereby authorized, and to do such other things and to take such other action as the officer so acting shall, as conclusively evidenced by the taking of such action, deem necessary or desirable to be done or taken to carry into effect the matters hereby authorized.

4. The Board and the Commonwealth of Massachusetts, acting by and through the Board, declare their official intent under §1.150-2(d)(1) and (e) of the Treasury Regulations as follows:

The Board reasonably expects that there shall be reimbursed from the proceeds of bonds issued by the Authority, expenditures (including expenditures made within the last 60 days) temporarily advanced by the Commonwealth (including within such term the Board and the State Colleges) for the projects for which a written request is hereby authorized, the maximum principal amount of such bonds expected to be issued, all or a portion of the proceeds of which are reasonably expected to be used for such reimbursement purposes, being \$9,500,000.

Authority: Massachusetts General Laws Chapter 15A, Section 6 and 73 App.
Contact: Kurt T. Steinberg, Associate Vice Chancellor for Fiscal Policy

Chair Tocco complimented the presidents on their responsible approach of not accepting salary increases during the difficult fiscal time of the past few years, and the Board appreciated their consideration. Because of this, the presidents have not had a raise in compensation in a long while. In fairness to the presidents, the Board conducted two studies, which compared Massachusetts public college presidents' salaries with those of their peers in Eastern states.

Chair Tocco explained that he personally became involved with the process of determining ways to fairly compensate the state and community college presidents. He emphasized the necessity of offering competitive salaries to attract and keep quality presidents. As a result of the economy becoming stronger and the collective bargaining agreements nearing completion, he said that the time was right to undertake the review of presidential compensation. He thanked the campus trustees, who helped the process unfold in the creation of a system-wide approach to compensation, based on merit, equity and inflationary adjustments.

Chair Tocco stated that these meetings provided an important time to discuss at length—with the 14 state and community college presidents and chairs—the challenges and goals they face at their respective institutions. Given their challenges, he became convinced that the raises were fair, appropriate, and timely.

Jeanne-Marie Boylan complimented Chair Tocco on his description of the process over the past year, and she said she appreciated the hard work of those involved with the presidential compensation process, including the Executive Committee. She said she was pleased that the Board was recognizing the strong leadership of the state and community colleges.

Chair Tocco thanked the state and community college presidents for their patience with the presidential compensation process, and he brought forth the following motion, which was seconded and unanimously approved.

BHE 06-08 REPORT AND RECOMMENDATIONS OF THE EXECUTIVE COMMITTEE OF THE MASSACHUSETTS BOARD OF HIGHER EDUCATION

MOVED: The Board of Higher Education approves the attached Report and Recommendation (BHE 06-08 [a-n]) of the Executive Committee of the Massachusetts Board of Higher Education.

Authority: Massachusetts General Laws, Chapter 15A, Section 9(q)
Contact: Judith I. Gill, Chancellor

**SALARY RECOMMENDATIONS
MASSACHUSETTS STATE AND COMMUNITY COLLEGES**

**A REPORT FROM
THE BOARD OF HIGHER EDUCATION EXECUTIVE COMMITTEE**

SEPTEMBER 15, 2005

Introduction

The quality of Massachusetts public state and community colleges is tied directly to the quality of the leadership provided by campus presidents. Public college presidents must be committed to the values of the academy and the education of their students, as well as to the mission and purposes of public higher education, including the economic, workforce and social needs of the community and the Commonwealth. The economic health of the Commonwealth is directly tied to the quality of education at our public institutions. Eighty-five percent of students who graduate from Massachusetts public colleges remain in the Commonwealth to work and raise families. The Commonwealth's ability to attract and retain the very best presidents at our institutions depends, in large part, on the ability of campus boards of trustees to offer competitive compensation packages.

Background

For the past three years the majority of state and community college presidents have not taken salary increases out of respect for their employees whose contracts had not been funded and concern for campus budgets that had been dramatically reduced. As a result, their salaries are no longer competitive with chief executive salaries at peer institutions. If Massachusetts is to retain talented presidential leaders, we must correct this situation.

This summer the inevitable happened. The president of one of our largest community colleges resigned to accept another presidency. During her ten years as president, enrollment at her institution doubled, \$7 million was raised to support the College - a particular notable achievement at a public community college - and the reputation of the College received national attention. The president's new salary will be 66% higher than her current salary. Her current salary was only slightly higher than the salary necessary earlier this year to recruit a new community college president, with no experience as a chief executive officer, to one of our smaller institutions.

In August 2004, the Board of Higher Education (BHE) received a report from the state college and community college trustee councils. The report provided a comparative analysis of presidential salaries using a national database of higher education administrators at similar institutions and served as the basis for a six-month follow-up study by a BHE Task Force on Presidential Compensation. The Task Force was charged with the responsibility for collecting additional data on presidential salary compensation issues and developing a process for determining salary changes. The Task Force report was presented to the Board of Higher Education at its April 2005 meeting, and guidelines were approved for a process to be used in determining presidential salary increases.

Overview of 2005 Guidelines on State and Community College Presidential Compensation

The Board of Higher Education Compensation Guidelines for State and Community College Presidents (Appendix) were developed pursuant to Chapter 15A 9(q) that requires the Board of Higher Education to "approve and fix the compensation of the chief executive officer of each institution in the state college system and the community college system." The Guidelines, approved in April 2005, state that presidential compensation should be based on the professional experience of the president, institutional size, complexity, and particular challenges, and a written performance evaluation conducted by the campus Board of Trustees. The evaluation should document the president's accomplishment of previously approved goals and

objectives, including the institution's performance as measured by the Board of Higher Education performance measurement system.

Immediately following the Board's approval of the Guidelines, chairs of the state and community college boards of trustees were informed of the process for requesting a salary increase for their presidents. Throughout July, August and into September, Chairman of the Board of Higher Education Stephen Tocco and Chancellor Judith Gill met with each campus board chair who had submitted a request for a salary increase and the campus president. The meetings were informative: campus initiatives were discussed, successes were highlighted, problems were disclosed and challenges were identified.

The BHE Executive Committee, comprising the Chair of the Board and the chairs of the Board's two standing committees, met during the summer to consider the campus recommendations. In its deliberations, the Committee was guided by the model used by the Executive Office in the development of the Governor's Executive Management Pay Scale.

Basis for Executive Committee Recommendations

The Executive Committee based its salary recommendations included in this report (BHE-06-88 [a-n]) on three calculations:

- **A calculation of an inflationary factor for each president.** The inflation factor was based on the cost-of-living adjustment published by the American Institute for Economic Research. Presidents whose last increases were in 2001 received an inflation percentage increase of 9.1%; those whose last increases were in 2002 received a 7.4% increase, and those whose last increases were in 2003 received a 5% increase. The average inflationary adjustment was 7.4%, an average increase of \$10,400.
- **A calculation, applied after the inflationary adjustment, to adjust for salary inequities.** In the past, the size and complexity of an institution, the years and types of experience of an incoming president, and the challenges the new president would face at a particular institution were never adequately and systematically factored into compensation packages offered to new presidents or the salary increases of current presidents. As a result, salary inequities exist across the system.

To address these inequities, the Executive Committee factored in an equity adjustment calculation, based upon the salary study conducted by Sibson Associates as well as the additional analysis of salary compensation data collected by the Task Force on Presidential Compensation. The equity adjustment will be distributed equally over the next two years.

- **A calculation of a percentage increase for merit.** The Executive Committee determined that a maximum 6% merit increase would be made available for each president. Because the president's performance is a matter of statutory concern for both the Board of Higher Education and each campus board of trustees, the 6% was divided equally between the two Boards, each with the ability to award a maximum of a 3% merit increase. Each president could receive a merit increase of 0-3% as a result of the president's accomplishments in meeting board of trustee goals and objectives, as well as a 0-3% merit increase based upon the BHE's assessment of the president's performance on BHE-related initiatives and concerns, such as serving on BHE task forces, success in achieving BHE performance objectives, responsiveness to BHE requests and initiatives, (e.g., efforts toward regionalization and strategic capital planning). The average performance merit increase was 5% (\$7,520).

Going Forward

During the past year, members of boards of trustees, the Board of Higher Education and BHE staff have invested great time and effort to develop a rigorous, rational, performance-based, systematic approach to determining appropriate salary levels for the presidents of the state and community colleges. This was

time well spent. The ability to award competitive salaries is critical if public higher education in Massachusetts is successfully to recruit and retain high quality leaders for our campuses.

To that end, the Executive Committee is recommending to the full Board of Higher Education that a new policy on presidential compensation be adopted. This policy would authorize campus boards of trustees to distribute an annual inflationary adjustment, calculated each spring by the Board of Higher Education. The boards of trustees will continue to be required to conduct annual performance reviews that will be forwarded to the Board of Higher Education along with the justification for the increase. Every other year the boards of trustees may request, in addition to the salary adjustment, a merit adjustment based upon the achievement of measurable objectives.

Though we have come a long way in the recognition of a formal presidential performance review and salary plan, we still need to develop a performance evaluation plan that is used across all campuses. During this academic year, the Board will offer workshops on presidential evaluation for board chairs and those board members responsible for conducting the presidential performance review.

BHE 06-08a

MOVED: The Board of Higher Education fixes the salary of Dr. John Sbrega, President, Bristol Community College, at \$154,980.

Authority: Massachusetts General Laws, Chapter 15A, Section 9(q)
Contact: Judith I. Gill, Chancellor

BHE 06-08b

MOVED: The Board of Higher Education fixes the salary of Dr. Mary Fifield, President, Bunker Hill Community College, at \$180,261.

Authority: Massachusetts General Laws, Chapter 15A, Section 9(q)
Contact: Judith I. Gill, Chancellor

BHE 06-08c

MOVED: The Board of Higher Education fixes the salary of Dr. Kathleen Schatzberg, President, Cape Cod Community College, at \$146,655.

Authority: Massachusetts General Laws, Chapter 15A, Section 9(q)
Contact: Judith I. Gill, Chancellor

BHE 06-08d

MOVED: The Board of Higher Education fixes the salary of Dr. Robert Pura, President, Greenfield Community College, at \$144,000.

Authority: Massachusetts General Laws, Chapter 15A, Section 9(q)
Contact: Judith I. Gill, Chancellor

BHE 06-08e

MOVED: The Board of Higher Education fixes the salary of Dr. Carole Cowan, President, Middlesex Community College, at \$187,500.

Authority: Massachusetts General Laws, Chapter 15A, Section 9(q)
Contact: Judith I. Gill, Chancellor

BHE 06-08f

MOVED: The Board of Higher Education fixes the salary of Dr. Daniel Asquino, President, Mount Wachusett Community College, at \$183,750.

Authority: Massachusetts General Laws, Chapter 15A, Section 9(q)
Contact: Judith I. Gill, Chancellor

BHE 06-08g

MOVED: The Board of Higher Education fixes the salary of Dr. Wayne Burton President, North Shore Community College, at \$150,164.

Authority: Massachusetts General Laws, Chapter 15A, Section 9(q)
Contact: Judith I. Gill, Chancellor

BHE 06-08h

MOVED: The Board of Higher Education fixes the salary of Dr. David Hartleb, President, Northern Essex Community College, at \$161,136.

Authority: Massachusetts General Laws, Chapter 15A, Section 9(q)
Contact: Judith I. Gill, Chancellor

BHE 06-08i

MOVED: The Board of Higher Education fixes the salary of Dr. Terrence Gomes, President, Roxbury Community College, at \$147,420.

Authority: Massachusetts General Laws, Chapter 15A, Section 9(q)
Contact: Judith I. Gill, Chancellor

BHE 06-08j

MOVED: The Board of Higher Education fixes the salary of Dr. Dana Mohler-Faria, President, Bridgewater State College, at \$188,590.

Authority: Massachusetts General Laws, Chapter 15A, Section 9(q)
Contact: Judith I. Gill, Chancellor

BHE 06-08k

MOVED: The Board of Higher Education fixes the salary of Dr. Robert Antonucci, President, Fitchburg State College, at \$186,750.

Authority: Massachusetts General Laws, Chapter 15A, Section 9(q)
Contact: Judith I. Gill, Chancellor

BHE 06-08l

MOVED: The Board of Higher Education fixes the salary of Dr. Katherine Sloan, President, Massachusetts College of Art, at \$194,775.

Authority: Massachusetts General Laws, Chapter 15A, Section 9(q)
Contact: Judith I. Gill, Chancellor

BHE 06-08m

MOVED: The Board of Higher Education fixes the salary of Dr. Nancy Harrington, President, Salem State College, at \$192,617.

Authority: Massachusetts General Laws, Chapter 15A, Section 9(q)
Contact: Judith I. Gill, Chancellor

BHE 06-08n

MOVED: The Board of Higher Education fixes the salary of Dr. Janelle Ashley, President, Worcester State College, at \$170,000.

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

Contact: Judith I. Gill, Chancellor

Chair Tocco then moved the following motion, which was seconded and approved.

BHE 06-09 PRESIDENTIAL COMPENSATION GUIDELINES

MOVED: The Board of Higher Education shall use the following guidelines for the purposes of approving and fixing future increases in state and community college presidential compensation:

1. Boards of trustees may annually set an inflationary adjustment to the salary of the president.
2. The Board of Higher Education shall identify the inflationary adjustment annually on or before March 15.
3. Every other year, boards of trustees may request, in addition to the inflationary adjustment, a merit adjustment based on the president's achievement of measurable objectives.
4. Annually, boards of trustees shall forward the review of the president's performance to the Board of Higher Education with the president's new salary and a justification for the recommended increase.

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

Contact: Judith I. Gill, Chancellor

There being no further business, the meeting was adjourned at 11:20 a.m.