

**BOARD OF HIGHER EDUCATION**  
**April 20, 2006**

The April 20, 2006, meeting of the Board of Higher Education (BHE) was held at the University of Massachusetts Boston in Boston, Massachusetts. The following members were present:

Stephen P. Tocco, Chair	Kathleen Kelley
Aaron D. Spencer, Vice Chair	Amanda Lacouture
G. L. (Peter) Alcock	Ann Reale
Jeanne-Marie Boylan	Karl White
John Brockelman	

Absent: David Driscoll and Richard Taylor

**CALL TO ORDER:**

Chair Tocco called the meeting to order at 9:35 a.m.

**ACCEPTANCE OF MINUTES**

A motion was made to accept the minutes of the February 16, 2006, Board meeting. The motion was seconded, and the minutes were unanimously approved.

**WELCOME**

Dr. Michael Collins, Chancellor of the University of Massachusetts Boston (UMB), welcomed the Board. He outlined the University's partnerships with state and community colleges, including the transfer of 1,300 students in fall 2005, and cited many collaborative efforts with community colleges, such as UMB/community college fairs, Transfer Days, UMB/ community college counselor visits, articulation agreements in nursing, participation in the Welcome Back program, and collaboration on computer science, criminal justice and BATEC programs. UMB is also engaged in a variety of K-16 activities to promote access and success in post-secondary education for low-income, first generation and under-represented students.

Other initiatives include

- A national grant for nurses who have demonstrated financial need
- Louis Stokes Grant from the National Science Foundation (NSF) to partner with the Universities of Massachusetts Lowell and Dartmouth, Wentworth Institute, and Bunker Hill and Roxbury Community Colleges, to increase the number of minority students in STEM (science, technology, engineering and math) programs.  
\$12.5 million grant from the National Science Foundation to work on a middle and high school teacher preparation partnership with Northeastern University  
a \$4.5 million NSF grant to work with Dana Farber Cancer Institute to create a fast-track Ph.D. nursing program to increase the number of nurses of color at the Institute, and  
A program to work with Children's Hospital in Boston to address issues of health disparity among chronically ill children.

In closing, Chancellor Collins emphasized that UMB is a forward-looking institution that embraces its urban responsibility.

**CHAIR'S REMARKS**

Chair Stephen Tocco thanked Chancellor Collins for his comments and complimented him on his many collaborative efforts within the public system and community.

Chair Tocco stated that the Higher Education Bill has been reported out of Committee in the House but is moving slowly. It is expected that the Bill will be debated on the floor after the House finishes its budget. The FY2007 budget for state and community colleges and the University increased by approximately 7½ percent over last year, but nearly half of this increase is for collective bargaining costs. He thanked Representative Kevin Murphy, Co-Chair of the Joint Committee on Higher Education, for his help in securing the largest funding increase that the House has ever appropriated to higher education. Chair Tocco is optimistic that Senate funding will be even more generous.

The Capital Outlay Bond Bill is currently in Senate Ways and Means, where progress has also been slow. Chair Tocco reported that the Chancellor and Board staff will testify on the passage of this important bill before the Committee on Bonding and Capital Expenditures on May 9. This bill will provide authorization for some necessary campus projects, but there is a need for many millions of dollars in capital.

Chair Tocco announced the fifth annual Student Leadership Conference, scheduled for April 24 at Framingham State College, where he and Chancellor Gill will meet with students from the entire system. He said that the students who attend the Conference provide the Board with guidance on how the system can better serve students. Amanda Lacouture, Student Board member and a senior at Fitchburg State College, reviewed the Conference agenda. Chair Tocco added he would like to add to the agenda the consideration of constructive ways of curbing student drinking on campus

#### **CHANCELLOR'S REMARKS**

Chancellor Gill recognized the following guests:

- Jeffrey Nelhaus, Deputy Commissioner of the Department of Education
- Denise Bruno Matthews, a student at Bunker Hill Community College and advisor to Student Board member, Amanda Lacouture.

Carmel Martin, General Counsel and Chief Education Advisor on the HELP (Health, Education, Labor and Pensions) Committee; J. D. Larock, who will soon become a Senior Policy Advisor on the HELP staff; and Julie Ryder, lead education staff member in Senator Kennedy's Boston office. All are members of Senator Kennedy's staff.

Dr. Mary Fifield of Bunker Hill Community College; Dr. Philip Dooher, Interim President of Framingham State College; Dr. Wayne Burton of North Shore Community College, Dr. Janelle Ashley of Worcester State College; Dr. Michael Collins of the University of Massachusetts Boston; Janice Motta, Executive Officer of the Massachusetts Community Colleges; and Frederick Clark, Executive Officer of the Council of Presidents (State Colleges)

Chancellor Gill announced the retirement of Kathleen Kelley as President of the Massachusetts Federation of Teachers and congratulated her for the many years of work on behalf of the Federation, students, and teachers in the Commonwealth. Ms. Kelley will remain as a Board of Higher Education member.

Chancellor Gill briefed the Board on three critical initiatives in which the Board is currently involved—Civic Engagement, the Public Higher Education Nursing Initiative, and P-16. All three initiatives are grounded in statewide partnerships with K-12 and the business community, as well as regionalism, a concept that has been working successfully for six years.

#### 1. Civic Engagement

On April 19 President Daniel Asquino of Mount Wachusett Community College, President Wayne Burton of North Shore Community College, and the Chancellor hosted a conference on “Civic Engagement across the Commonwealth: The Role for Public Colleges and Universities,” at Mount Wachusett Community. This meeting, attended by representatives from all three segments of the system, focused on the importance of civic engagement and service learning. Chancellor Gill stated that the public higher education community must continue to expand its commitment to service learning; service to the community is part of the mission of public institutions and service learning and civic engagement are important learning tools.

## 2. Public Higher Education Nursing Initiative

The PHE Nursing Initiative has made a significant difference in the Commonwealth, and the Board will continue its commitment to this initiative.

- The regional model for coordination of clinical placements between the hospitals and institutions is proceeding well in Eastern and Central Massachusetts and is being highly acclaimed by all who have become involved with the initiative.

In late March, the BHE, the Massachusetts Board of Registration in Nursing, the Massachusetts Association of Colleges of Nursing and Community College Deans and the Massachusetts Organization of Nurse Executives met to present “Building the Framework of Nursing Education and Practice,” the focus of which was to identify competencies required for nurses of the future, how to measure them, and how to develop curriculum to achieve the competencies. Follow-up work is in progress, and a steering committee will meet on May 1 to develop a strategy to achieve objectives.

Models to identify the costs to educate a nursing graduate, to meet the nursing shortage, and to expand nursing programs will be developed. A nurse leader and a fiscal analyst will produce the preliminary models, which should be completed by June, and then later refined.

Necessary and important work is being accomplished between Board staff and the Massachusetts Hospital Association, other nursing organizations, and business partners. Chair Tocco added that because the nursing initiative was structured in a way that could be adapted and replicated, it will serve as a model for other targeted business/industry work sector needs in the Commonwealth.

## **A SEAMLESS P-16 SYSTEM OF EDUCATION: PREPARING ALL STUDENTS FOR COLLEGE AND CAREERS**

Chair Tocco called on Dr. Patricia Plummer, Deputy Chancellor, who introduced Dr. Jeffrey Nelhaus and Dr. Marcy Williams, Provost at the University of Massachusetts President’s Office, her Co-Chairs on the National Governors’ Association grant project. She explained that “Thinking P-16” is a phrase that is used nationally and is another way of thinking about access, affordability and quality in a seamless way from pre-school to college completion. Board members were provided with a Power Point presentation ([www.mass.edu](http://www.mass.edu)) that outlined extensive data focusing on the achievement gap between white and minority students on MCAS and national tests; the changes in demographics in K-12 that show an increasing proportion of minority students over the next decade; the changing workforce needs that require higher levels of education for Massachusetts employment; and the global excellence gap that shows

Massachusetts and the U.S. lagging in Math proficiency compared to a number of other countries.

Dr. Nellhaus stated that despite these challenges, much has been accomplished in K-12 student performance. Massachusetts fourth- and eighth-grade students lead the country on the National Assessment of Educational Progress, our SAT scores have improved every year for the past decade, and Massachusetts students are among the highest scorers in the nation on SAT's.

Chair Tocco commented that although it was expected that the MCAS competency exam -- currently required for a high school diploma -- would reduce the need for remediation at our colleges, we have not seen the expected decrease. He said that he had reviewed data provided by the BHE's Task Force on Retention and Graduation Rates at the Community Colleges, data that strongly links math with completion rates. He suggested that once students take the MCAS exam in the tenth grade, they decline the opportunity to take additional courses. He added that it may be necessary to increase the math requirement for high school graduation, which would ultimately lead to a greater college graduation rate. Dr. Nelhaus stated that the state can require higher math requirements for graduation.

Drs. Nelhaus and Plummer next discussed several initiatives and grants that are helping the Commonwealth to build mechanisms for a successful P16 system:

- National Governors' Association Grant of \$2 million (foundation):  
\$1 million per year over the next two years from the Bill and Melinda Gates Foundation, to dramatically increase the number of high school students who are college- and career-ready. Provost Marcy Williams reported that this grant will track student progress through the new P-16 database, develop a high school "Curriculum for Success," align high school and college courses, redesign and restore dual enrollment (with proposed \$2 million in state funding), and develop an education- and career-planning Web site and print materials for students and parents. This grant will ensure there is a base curriculum that prepares students for college or careers.
- GEAR UP Grant of \$21 million (federal):  
This national initiative was begun in 1999 to increase the number of low-income students to higher education. In 2005 funding was renewed for six years at \$3.5 million each year plus an extra \$50,000 corporate grant from AT&T to create online English language and math courses.
- STEM (Science, Technology, Engineering, and Math) Pipeline Fund of \$2.5 million (state):  
A \$2.5 million grant fund from the 2003 Economic Stimulus Bill, administered by the BHE, funded projects that have served over 4,600 students and 500 teachers in 120 schools districts at both public and private schools in each region of the state. Marcy Williams reported that the CITI (Commonwealth Information Technology Initiative) was established in 2000 by the BHE with a \$500,000 grant from the STEM Pipeline Fund for K-12 technology integration. The BHE received a matching grant of

\$500,000 to continue statewide higher education professional development in Computer and Information Science.

Board members asked several questions:

Karl White asked what percentage of high school students graduate with four years of math and science. Dr. Nelhaus answered that the DOE does not presently have that data, but will shortly when the new database is developed. Mr. White suggested that having data from some of the world's leading countries in science and math might give us a reference point for determining our future course of action.

Jeanne-Marie Boylan added that 2005 data indicated that over 70 percent of community college students required developmental math, with 15 percent requiring developmental writing, and 15-20 percent requiring developmental reading.

Referring to the chart that graphed schools by two-year, three-year, and four-year math and science requirements, Kathleen Kelley asked Dr. Nelhaus if he knew which communities had the two-year requirement for those courses. Dr. Nelhaus responded that DOE collects and keeps data by school district.

John Brockelman was concerned that students who have met the two-year math and science requirement of their high schools may be disappointed to learn that they have not met the requirements for college as they approach graduation.

Karl White suggested that increasing the BHE admission standards to four years of math and making parents and students aware of this would be helpful in increasing college graduation rates for students.

Dr. Nelhaus added that four years of high school math might still not satisfy the requirements unless Algebra II and/or Pre-Calculus and Trigonometry are completed. MCAS tests for basic math, and scoring "Proficient" or "Advanced" on this exam does not offer students a solid basis for college entrance. The DOE is working with other states and Achieve to develop an Algebra II test, which students would take after completing that course.

Dr. Plummer stated that BHE has had a curriculum for success with its admission standards. Unfortunately, some students never learn of the requirements. With four years of math-taking -- the best predictor of college completion -- it is important to get higher standards in place now. Some school districts feel stretched by having to provide a fourth year of math as a graduation requirement. She stated that dual enrollment offers students the opportunity to take additional years of math at state or community colleges and diminishes the costs to less affluent school districts.

Kathleen Kelley inquired about teacher quality initiatives. Dr. Plummer replied that there will be considerable work conducted on licensure. Particularly important is the professional development embedded in the STEM initiative around science, technology, engineering, and math, affecting 500 teachers throughout the regions. Dr. Plummer promised to provide further information on teacher quality issues to Ms. Kelley after the meeting.

There was discussion about the lack of sound communication of BHE admission standards to students, parents and school administrators. College counseling is delivered differently in each district. Dr. Plummer suggested that all students be required to take four years of math unless parents authorize their school district to provide fewer years of math. Dr. Nelhaus pointed out that a major focus of the NGA grant will be to engage middle school students in the planning process for college admission with the educational planning portal.

The Task Force for Curriculum and Success is organizing a statewide panel of representatives from K-12, higher education, business and industry to determine recommendations to the Board of Education for improvements moving forward. The BHE may be involved in determination of financial aid and admission policies that will knit together K-12/higher education policy for the state. As part of this discussion, Chair Tocco asked if the BHE could recommend admission requirements, to which Dr. Plummer answered in the affirmative. She promised to keep the Board updated on NGA progress.

### **REPORTS FROM THE PRESIDENTS**

Dr. Janelle Ashley, Chair of the Executive Committee of the Council of Presidents and speaking on behalf of state college presidents, commented on the recent budget bill. She thanked the Legislature for its efforts. The state colleges will continue to use all of their resources to move the Higher Education Bill in the House in time to inform the Senate document. President Ashley underscored the critical need for a public higher education capital bond bill during this legislative session. She reported that business and industry have taken a keen interest in the capital needs of public higher education over the past year, and that the state college leadership looks forward to working with the BHE to bring even greater attention to this serious issue.

Ms. Jan Motta, Executive Officer of the Massachusetts Community Colleges, spoke on behalf of the community college presidents. She thanked the Board for its partnership with the community colleges in recent months, and praised Kurt Steinberg, Associate Vice Chancellor of Fiscal Policy, and Sue Wolfe, Associate Director of Fiscal Policy, for their positive and collaborative efforts on the financial ratio planning process. She complimented Peter Tsaffaras, Director of Employee Relations and Benefits Administration, and the Labor Relations Committee on their efforts for the community college faculty in securing “pay that they deserve.” It is hoped that the faculty will have a collective bargaining agreement by the end of this summer. On behalf of the community colleges, Ms. Motta thanked the Board for its work on the House budget.

Ms. Motta highlighted other partnerships:

1. Distance Learning Nursing Program, which is a hybrid program in partnership with Massachusetts Bay, Greenfield and Mount Wachusett Community Colleges. Nursing courses will be delivered in a creative, alternative way, using a combination of onsite and distance learning. It is hoped that this pilot will become a model program.
2. The community colleges are about to complete the third Community College Leadership Academy, and at least 90 community college fellows have completed this program. When finished, a report will be shared on the success of the Academy.
3. Last week, more than 500 faculty and staff attended the Community College’s Ninth Teaching and Learning Conference at a Professional Day at Quinsigamond Community College where best practices of community college faculty and staff were showcased.

Chair Tocco invited Jeanne-Marie Boylan, Chair of the Community College Retention and Graduation Rate Task Force, to update the Board on the Task Force's progress. She said that the Task Force, comprising a diverse group of leaders from business, community and education, has held two meetings and has an understanding of the issues of completion and the challenges students face. The group is beginning to recognize that the IPED's data may not determine what "success" means for community colleges. The Task Force needs to determine what success is for community college students, and then find the tools to help them reach success in a timely fashion. She described retention and graduation rates as an interesting and very complex topic, and suggested that the report to the Board may not be complete by October.

### **PERFORMANCE MEASUREMENT: FINANCIAL RATIO PLANS FOR THE STATE AND COMMUNITY COLLEGES**

Kurt Steinberg, Associate Vice Chancellor of Fiscal Affairs, gave a PowerPoint presentation on a ratio plan for the state and community colleges. Because of the technical complexity of the data presented, he offered to meet with Board members individually to review the information.

According to Mr. Steinberg, the objective of this exercise is summed up by the Senate Task Force on Public Higher Education, which recognized that "the case for these investments is compelling" but "must be matched with a commitment from the colleges."

The Financial Ratio Plan is just one piece of an entire process in exploring fiscal accountability , which will assist in planning. Other parts of the process will be explained at future Board meetings.

Mr. Steinberg presented a timeline and reviewed progress from 1995 to the present. He next explained the information flow, which begins with the audited financial statements for individual colleges.

Mr. Steinberg explained that the Financial Ratio Plan is a performance management tool used to determine performance measurement for each public state and community college based on primary reserve, viability, return on net assets, and net operating revenue.

FY2006 has been designated as a benchmark year. Each college has identified targets, but there are no data for comparison purposes. FY2006 is also an opportune time for the campuses to become familiar and comfortable with this dense subject matter and process.

The emphasis of the individual report for each college is based on an analysis of trends and successes for each year's targets, based on actual results from the past three years, current-year targets, and the narrative, which describes the target justification. Mr. Steinberg discussed the common themes of the reports—growing reserves for planned capital projects and improving ratios resulting from higher student charges and increased state support—and common trade-offs—adequate reserves versus investment in infrastructure and the need to moderate student fees versus cost of doing business and long-term flexibility.

FY2005 ranges of results for the state and community colleges were also reviewed. Each institution has a unique financial situation. Mr. Steinberg reviewed examples, using the ratios, and illustrating that the ratios are only one part of the process.

Debt policy guidelines will be presented to the Board for approval in June at which time a user-friendly financial statement summary will be distributed to all campuses. In 2007 a composite

ratio matrix will be presented; an example was reviewed and explained. The graph will show the balance of the four ratios.

A question-and-answer period followed Mr. Steinberg's presentation. Chair Tocco and Peter Alcock expressed their concerns regarding capital needs, the lack of maintenance of the campuses' many buildings and the need for a strategy to address this problem. John Brockelman questioned the condition of other state buildings and their style of central management to address improvements; he wondered if this concept of management would work for the campuses. Mr. Steinberg responded that he would look into this and get back to him with an answer. Karl White added that while the ratios are good indicators of problems, they do not solve them; a large deferred maintenance number also inhibits a campus' ability to borrow money. He agreed with Chair Tocco that solutions are needed to solve the problems and that the number one problem is the need is for immediate infrastructure improvements.

## **MOTIONS**

John Brockelman, Chair of the Assessment and Accountability Committee, brought forth the following motion. Aundrea Kelley, Associate Vice Chancellor of Policy and Planning, advised the Board that the following programs underwent rigorous reviews and demonstrate a clear need. The University of Massachusetts Boston (UMB) has committed resources to implement each program. Staff recommended approval of both of the following programs.

Donna Kuizenga, Dean of Liberal Arts, told the Board that there exists enormous demand for a Master of Fine Arts in Creative Writing degree. She predicted that those who receive the degree will greatly contribute to society by becoming teachers, publishers, librarians, writers and book store owners, and becoming part of the civic fabric of the community. Establishing the degree program at the University is coherent with its urban mission to educate "new voices" as the institution becomes more diverse. Though there are many fine programs in the state, the UMB program will strive to offer an affordable alternative to the more expensive private college programs. There will be approximately 30 students enrolled in the program each year.

The following motion was seconded and unanimously approved:

### **BHE 06-12 MASTER OF FINE ARTS IN CREATIVE WRITING AT THE UNIVERSITY OF MASSACHUSETTS BOSTON**

**MOVED:** The Board of Higher Education hereby approves the expedited application of the University of Massachusetts Boston to award the Master of Fine Arts in Creative Writing.

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

John Brockelman presented the following motion. He introduced Dr. Emily McDermitt, who explained that the University seeks to change the name of its Ph.D. in Environmental Science to Doctor of Philosophy in Biology to better reflect the focus of the program and to increase the

recruitment of qualified students. Though the content of the present program is right, its title is wrong. No new resources are needed.

Mr. Brockelman asked if the current curriculum is overly course-intensive. Dr. McDermitt answered that the review team noted that the present curriculum is top-heavy in course work, while the standard is to emphasize independent research. Though the current curriculum includes both, the Biology Department is reviewing the curriculum to determine if some of the program's courses can be dropped.

Mr. Brockelman also expressed concern about the program's low number of research assistantships to which Dr. McDermitt responded that the Biology Department is trying aggressively to increase assistantships. She said that of the \$500,000 committed to the Department for the next semester, nearly \$250,000 will help fund the research program's assistantships.

The following motion was seconded and unanimously approved.

**BHE 06-13 DOCTOR OF PHILOSOPHY IN BIOLOGY AT THE UNIVERSITY OF MASSACHUSETTS BOSTON**

**MOVED:** The Board of Higher Education hereby approves the expedited application of the University of Massachusetts Boston to award the Doctor of Philosophy in Biology.

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

Aaron Spencer, Chair of the Fiscal Affairs and Administrative Policy, informed the Board that the funding for the construction of the Health and Wellness Center at Bunker Hill Community College breaks down as follows:

Bunker Hill Community College	\$ 4 million
DCAM	12.5 million
HEFA	<u>8 million</u>
Total	\$24.5 million

Jeanne-Marie Boylan, Chair of Bunker Hill Community College, thanked the Board for its prior approval to conduct the study for the Health and Wellness Center. It is a facility that is much needed to combine the allied health programs in one building, their One-Stop Student Center—which will better serve students—and a gymnasium. Ms. Boylan noted that there has been no new construction at Bunker Hill Community College since the College was built in the late 1970s. The construction of this building addresses the needs of the community, particularly with its allied health programs. The College has worked to build reserves and is financially capable to go forward with the construction. Bunker Hill Community College hopes to break ground in late 2006 and open in 2008.

Dr. Mary Fifield, President of Bunker Hill Community College, thanked the Board for its support, especially that of Kurt Steinberg. She also thanked the College's Student Government Association for its contribution of \$50,000 each year for the past six years.

Kurt Steinberg said that the project is in line with the strategic capital initiative; based on the ratio point analysis, the recommendation is for approval of this motion.

FAAP Chairman Spencer introduced the following motion which was seconded and approved. Chair Stephen Tocco abstained.

**BHE 06-14 AUTHORIZATION OF HEFA BORROWING FOR THE HEALTH AND WELLNESS CENTER AT BUNKER HILL COMMUNITY COLLEGE**

**MOVED:** The Chancellor of the Board of Higher Education is authorized, upon consultation with the Chairman of the Board of Higher Education and the Chair of the Fiscal Affairs and Administrative Policy Committee, to request of the Legislature authorization of Massachusetts Health and Educational Facilities Authority (HEFA) financing for the planning, design, construction and furnishing of a Health and Wellness Center at Bunker Hill Community College, provided that, consistent with Board of Trustees of Bunker Hill Community College action and the Board of Higher Education Five-Year Capital Spending Initiative, not more than \$8,000,000 in funding shall be secured through HEFA.

Furthermore, subject to the aforementioned legislative authorization, the Chancellor of the Board of Higher Education is authorized, upon consultation with the Chairman of the Board of Higher Education and the Chair of the Fiscal Affairs and Administrative Policy Committee, to make a written request to HEFA for funding for the planning, design, construction and furnishing of a Health and Wellness Center at Bunker Hill Community College, provided that, consistent with Board of Trustees of Bunker Hill Community College action and the Board of Higher Education Five Year Capital Spending Initiative, not more than \$8,000,000 in funding shall be secured through HEFA.

Pursuant to Section 6 of Chapter 15A of the General Laws, the Board hereby delegates to the Chancellor of the Board of Higher Education, upon consultation with the Chairman of the Board of Higher Education and the Chair of the Fiscal Affairs and Administrative Policy Committee, the authority to do such other things and take such other actions as the Chancellor shall deem necessary or desirable to effectuate the matter authorized.

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

There being no further business, the meeting was adjourned at 11:57 a.m.