

## BOARD OF HIGHER EDUCATION

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March 10, 2015  
9:00 a.m.

One Ashburton Place  
21st Floor Conference Rooms 1-3  
Boston, Massachusetts

### Minutes

A meeting of the Board of Higher Education (BHE) was held at the Department of Higher Education in Boston, Massachusetts.

The following Board Members were present:

Charles F. Desmond, Chair  
Maura Banta  
Nancy Hoffman  
Stacey DeBoise Luster  
Tom Hopcroft  
Donald Irving  
Keith Peden  
James Peyser, Secretary of Education  
Fernando Reimers  
Henry Thomas  
Paul Toner  
Edson Chipalo, Non-Voting Student Member, Berkshire Community College

The follow Board members were absent:

Dani Monroe  
Nathan Gregoire, Voting Student Member, Fitchburg State University

#### I. CALL TO ORDER

Chair Charles Desmond called the meeting to order at 9:05 a.m. He stated the Board member Nathan Gregoire would be participating by phone for the limited purpose of listening in on the conversation, and therefore would not be able to vote.

#### II. ACCEPTANCE OF MINUTES

Chair Desmond brought forth a motion to accept the minutes of the December 2, 2014 Special BHE. The motion was seconded and the minutes were approved unanimously.

Chair Desmond brought forth a motion to accept the minutes of the December 9, 2014 BHE meeting. The motion was seconded and the minutes were approved unanimously.

#### III. REMARKS & REPORTS

##### A. Chairman's Remarks

Chair Desmond welcomed Secretary James Peyser who was appointed to his post in January by Governor Baker. Chair Desmond added that Secretary Peyser

serves as the Governor's top advisor on education and helps shape the Commonwealth's education reform agenda. Secretary Peyser previously spent seven years as Executive Director of The Pioneer Institute for Public Policy Research, where he helped launch the Massachusetts Charter School Resource Center, which supported the development of the state's first charter schools. Before joining The Pioneer Institute, Secretary Peyser held various positions at Teradyne, Inc. in Boston, an electronic test equipment manufacturer.

Chair Desmond also introduced the Board's newest member, Don Irving, who would be representing the State University segment. Board member Irving is the founder and president of Data Guide Cable Corporation in Gardner Massachusetts. Don Irving is a two-time alumnus of Fitchburg State University (FSU), earning his bachelor's and master's degrees from the institution. He has served on FSU's Board of Trustees since 2012.

Chair Desmond provided an update on the work of the Commissioner's Search Committee on behalf of the Committee Chair Dani Monroe, who was unable to attend today's BHE meeting. The Committee approved a position profile which was released to the public and posted in national publications in mid-February. This profile describes the opportunity, as well as provides an overview of the system and the position itself. Our executive search consultants at Isaacson Miller have been working hard to identify potential candidates.

Chair Desmond recognized former Vice Chair Lou Ricciardi and read his resolution. He thanked Mr. Ricciardi for his service and dedication to Massachusetts public higher education. Mr. Ricciardi thanked his colleagues and said that his involvement with the BHE increased his appreciation for the other segments of higher education. He said it was a privilege to also serve on the Board of Trustees at Bridgewater State University.

Chair Desmond then brought forth the following motion to approve the naming of BSU's Science Center after outgoing President Dana Mohler-Faria, in honor of his retirement. A member of the BSU Board read a statement noting President Mohler-Faria's accomplishments. The motion was moved, seconded and unanimously approved as follows:

**FAAP 15-31 NAMING OF BRIDGEWATER STATE UNIVERSITY'S SCIENCE CENTER IN HONOR OF DR. DANA MOHLER-FARIA**

**MOVED:** The Board of Higher Education hereby approves the December 10, 2014 request of the Bridgewater State University Board of Trustees to name the university's science building the "Dr. Dana Mohler-Faria Center for Science and Math" in honor of outgoing Bridgewater State University President Dana Mohler-Faria.

**Authority:** Section 9(m) of Chapter 15A of the Massachusetts General Laws

**Contact:** Sean P. Nelson, Deputy Commissioner for Administration & Finance

**B. Commissioner's Remarks**

Before turning the meeting over to Commissioner Richard Freeland, Chair Desmond asked Board members to introduce themselves. The Commissioner welcomed Secretary Peyser and Board member Irving, as well as Presidents Cindy Brown and John Cox. He also recognized Bill Hart and Vincent Pedone, Executive Officers for the Community College Council of Presidents and State

University Council of Presidents, respectively. Commissioner Freeland mentioned that the DHE recently hired Geoff Vercauteren, Director of Healthcare Workforce Development, would assist in moving forward the work of Associate Commissioner David Cedrone's division.

Commissioner Freeland spoke of the budget and the challenges faced by the Governor in closing the budget gap in FY16. There were several budget cuts this year due to the Governor using his "9C authority," and the reduced FY15 budget became the starting point for the FY16 budget. However, under the Governor's proposal campuses would see a three percent increase overall, and that number represents significant recognition of the importance of higher education.

Commissioner Freeland thanked Associate Commissioner Anne Perkins and Senior Deputy Commissioner Carlos Santiago for organizing the February 27<sup>th</sup> Vision Project Conference, which focused on the "Big Three" Completion Plan. He also let BHE members know of the \$30K Commitment, which was a program implemented by Fitchburg State University, Mount Wachusett Community College, Quinsigamond Community College (QCC) and Worcester State University that would allow students to receive a Bachelor's degree for \$30,000. The DHE is hoping to turn this into a system-wide initiative and even lower the cost.

### **C. Secretary of Education's Remarks**

Chair Desmond turned the meeting over to Secretary Peyser, who said his background is primarily in the K-12 arena and that he is looking forward to learning more about higher education. Secretary Peyser also discussed the budget, stating that the Baker-Polito Administration is committed to developing and implementing a comprehensive, multi-year, performance-based funding plan for public higher education that will ensure our colleges are competitive with their peer institutions in leading higher education states and our young people have access to a high-quality, affordable college education. Such a plan should equitably address campus needs for per-pupil operating revenue, capital investment and student scholarships. In addition to providing more predictable state revenue for the colleges, the financing plan must ensure more predictable and transparent costs for students and their families. Secretary Peyser also noted, that there was a significant increase in the Performance Management Set Aside Fund and the Commonwealth Dual Enrollment line items.

Secretary Peyser mentioned that there is a new chair of the Board of Elementary and Secondary Education (BESE), Paul Sagan, and the BESE has been instructed to work with the Executive Office of Education (EOE) to hold public hearings on PARCC. EOE is also conducting a study to determine the validity of PARCC and MCAS in predicting college readiness.

### **D. Reports from Presidents**

At this time, Board member Paul Toner joined the meeting. Chair Desmond turned the meeting over to Presidents Gail Carberry and President Barry Maloney.

### **Community College Presidents' Report – Quinsigamond Community College President Gail Carberry**

List of Documents Submitted by President Carberry

None

President Carberry was pleased to report that the 2015 League of Innovation conference was being held in Boston right now (March 8<sup>th</sup> through 11<sup>th</sup>) at the insistence of the fifteen Massachusetts Community Colleges with over 1500 attendees. She thanked Bill Hart for his leadership in assisting with the organization of the conference.

She said that the community colleges have close partnerships with K-12 and that thousands of students are enrolled in Dual Enrollment courses and receiving college credit before graduation high school. The Commonwealth Dual Enrollment Program needs to be scaled up in order to give more students this opportunity.

President Carberry stated that the community colleges have expressed interest in working closely with the 25% of students who do not enroll in postsecondary institutions after graduation from high school in order to ensure them a brighter future. The segment continues to press forward to close the gaps and serve those who have not yet accessed higher education.

**State University Presidents' Report – Worcester State University President Barry Maloney**

List of Documents Submitted by President Maloney

None

President Barry Maloney welcomed Board member Don Irving on behalf of the State University Council of Presidents. He thanked the DHE for its work on a number of initiatives, from strategic planning to compliance training on Title IX-- which is dominating campus discussions-- to the Vision Project Conference.

President Maloney said that the State Universities appreciate the support of the administration in the face of the difficult financial times, and will continue to try to close gaps caused by the unfunded collective bargaining obligations.

**E. Report from Student Advisory Council**

Board member Nathan Gregoire apologized for not being able to attend the meeting in person and thank former Vice Chair Lou Ricciardi for his work and welcomed new Board member Don Irving. He said that there has not been a Student Advisory Council meeting due to weather constraints, but that he was looking forward to the Student Leadership Conference on April 3<sup>rd</sup> at the University of Massachusetts Lowell.

Segmental student representative Edson Chipalo welcomed Secretary Peyser and asked that he support public higher education. After sharing with Board members his journey to the United States from Zambia, he said that education is the most powerful tool that can be used to change the world. He asked the Secretary to support public higher education in whichever way he could because by not doing so, he would be denying students their future.

**IV. MOTIONS**

List of Documents Used:

AAC Motions 15-24 to 15-29

FAAP Motions 15-17 to 15-30 and FAAP 15-32

## A. Academic Affairs

Committee Chair Nancy Hoffman summarized the Academic Affairs Committee meeting and said there was one program that was up for approval, followed by a presentation on Online Learning and Proposed Regulatory Updates. She discussed the different options the DHE is pursuing in updating and revising its regulations.

The January BHE meeting was cancelled due to a snowstorm. Therefore, motions from both the January and March AAC meetings would go before the Board today.

The following motion was moved, seconded and unanimously approved as follows:

### **AAC 15-27      CONSENT AGENDA**

**MOVED:**      The Board of Higher Education approves the following motions on a consent agenda:

AAC 15-24      Cape Cod Community College  
Certificate in Airframe Mechanics and Maintenance Technician  
Certificate in Aircraft Powerplant Technician

AAC 15-25      Bunker Hill Community College  
Associate in Science in Environmental Science

AAC 15-26      Massachusetts College of Art and Design  
Master of Design in Design Innovation Leadership

Authority:      Article III, Section 6, By-Laws

Contact:      Winifred M. Hagan, Ed.D., Assistant Commissioner for Academic and Education Policy

The following motion was moved, seconded and unanimously approved as follows:

### **AAC 15-28      Approval of Northern Essex Community College Revised Mission Statement**

**MOVED:**      The Board of Higher Education hereby approves the request of **Northern Essex Community College** to revise the College's mission statement to read as follows:

*At NECC, our mission is to educate and inspire our students to succeed. We provide a welcoming environment focused on teaching and learning—strongly committed to unlocking the potential within each student and empowering our diverse community of learners to meet their individual goals. We are a community college dedicated to creating vibrant and innovative opportunities that encourage excellence and enhance the cultural and economic life of our region.*

Authority:      Massachusetts General Laws Chapter 15A, Sections 7, 9(e), and 22(n)

Contact: Carlos E. Santiago, Ph.D., Senior Deputy Commissioner for Academic Affairs

The following motion was moved, seconded and unanimously approved as follows:

**AAC 15-29 Le Cordon Bleu College of Culinary Arts  
Applied Science in Le Cordon Bleu Patisserie and Baking**

**MOVED:** The Board of Higher Education hereby approves the Articles of Amendment of **LE CORDON BLEU COLLEGE OF CULINARY ARTS** to offer the **ASSOCIATE IN APPLIED SCIENCE IN LE CORDON BLEU PATISSERIE AND BAKING**.

Authority: Massachusetts General Laws Chapter 69, Section 30 et seq.

Contact: Winifred M. Hagan, Ed.D., Assistant Commissioner for Academic and Educator Policy

**B. Fiscal Affairs and Administrative Policy**

Chair Desmond turned the meeting over to Board member Stacey DeBoise Luster, who gave an overview of the March 3, 2015 Fiscal Affairs and Administrative Policy meeting. She noted that the FAAP committee did not meet in January.

The following motion was moved, seconded and approved as follows:

**FAAP 15-28 CONSENT AGENDA**

**MOVED:** The Board of Higher Education approves the following motions on a consent agenda:

FAAP 15-17 Community Colleges  
Resident Tuition Rates for FY2016

FAAP 15-18 Community Colleges  
Non-Resident Tuition Rates for FY2016

FAAP 15-19 State Universities  
Resident Undergraduate Tuition Rates for FY2016

FAAP 15-20 State Universities  
Non-Resident Undergraduate Tuition Rates for FY2016

FAAP 15-21 State Universities  
Resident Graduate Tuition Rates for FY2016

FAAP 15-22 State Universities  
Non-Resident Graduate Tuition Rates for FY2016

FAAP 15-23 University of Massachusetts  
Resident Undergraduate Tuition Rates for FY2016

FAAP 15-24 University of Massachusetts  
Non-Resident Undergraduate Tuition Rates for FY2016

FAAP 15-25 University of Massachusetts  
Resident Graduate Tuition Rates for FY2016

- FAAP 15-26 University of Massachusetts  
Non-Resident Graduate Tuition Rates for FY2016
- FAAP 15-27 Berkshire Community College and  
Massachusetts College of Liberal Arts  
Alternative Non-Resident Undergraduate Tuition Rates for  
FY2016
- Authority: Article III, Section 6, By-Laws
- Contact: Sean P. Nelson, Deputy Commissioner of Administration and  
Finance

Committee Chair DeBoise Luster introduced the FAAP 15-29 and 15-30. There was a brief discussion on the annual projected savings that would result from these two actions, and Chair Desmond recognized Edward Adelman from the Massachusetts State College Building Authority, who provided a brief summary of what was discussed at the previous week's FAAP meeting.

The following motion was moved, seconded and approved as follows, with all Board members present voting in favor and Chair Desmond abstaining:

**FAAP 15-29 APPROVAL OF FISCAL YEAR 2015 MSCBA RENT  
CERTIFICATE**

**MOVED:** The Board of Higher Education hereby approves the attached Fiscal Year 2016 Schedule of Proposed Rents and Operating Budget for the Authority and State University Residence Halls, effective July 1, 2015, provided that any increase in the rent schedule shall be subject to the approval of the Board of Higher Education.

The rent proposal attached to this document recommends a schedule of residence hall rents, which average \$6,969 per academic year.

This rent recommendation represents a 3.0% increase (\$206) for increases in the costs of operations, utilities, reserves, and debt service for repair projects on existing beds. Existing beds (15,905) do not include new capacity to come online in fiscal year 2016: 350 beds at Salem State.

Further, the proposed rent schedule includes \$2 two million of revenue to fund the Housing Grant Program, which redistributes money to students in financial need. In fiscal year 2014, approximately 10% of the students in residence facilities received grant awards averaging \$1,262 per year (approximately 19% of the average housing cost).

Student rents fund all costs of operating the residence halls (maintenance, staffing, and utilities) as well as the Authority's obligations (debt service for capital projects, insurance expense, contributions to reserves, and Authority operating expenses). There are no Commonwealth appropriations for Authority residence hall projects.

Authority: Massachusetts General Laws Chapters 73 and 15A, section 9; Section 1-9 of Ch. 703 of the Acts of 1963, as amended; and the *Contract for Financial Assistance, Management and Services*, dated February 1, 2003, made between the Commonwealth of Massachusetts, acting by and through the Board of Higher Education and the Massachusetts State College Building Authority.

Contact: Sean P. Nelson, Deputy Commissioner for Administration & Finance

The following motion was moved, seconded and unanimously approved as follows:

**FAAP 15-30 APPROVAL OF MASSACHUSETTS STATE COLLEGE BUILDING AUTHORITY REVENUE BOND REFUNDING**

**MOVED:** The Massachusetts State College Building Authority is hereby authorized to issue refunding bonds to refund certain of its outstanding bonds, as described on the attachment, provided the aggregate net present value savings achieved from the refunding is no less than four percent (4%) of the par amount of refunded bonds, and the Commissioner is hereby authorized and directed, in the name and on behalf of the Board of Higher Education, to approve in writing the issuance by said Authority of bonds for such refunding purpose.

Authority: Massachusetts General Laws 15A, section 6;

Contact: Sean P. Nelson, Deputy Commissioner of Administration and Finance

The following motion was moved, seconded and unanimously approved as follows:

**FAAP 15-32 REVIEW OF SALEM STATE UNIVERSITY ASSISTANCE CORPORATION'S REQUEST TO GRANT AN EASEMENT**

**MOVED:** The Board of Higher Education (BHE) acknowledges the request of the Salem State University Assistance Corporation (SSUAC) to grant a permanent easement on property owned by SSUAC to the city of Salem for the purpose of widening a sidewalk, as described in Attachment A. Under the provisions of SSUAC's enabling legislation, Section 277 of chapter 60 of the Acts of 1994, as amended, SSUAC is required to notify and consult with the BHE prior to any transfer of an interest in its real property.

The Board of Higher Education has reviewed SSUAC's request and has no objections to the granting of the easement as described in Attachment A.

Authority: Section 277 of chapter 60 of the Acts of 1994, as amended

Contact: Constantia T. Papanikolaou, General Counsel

Board member Fernando Reimers provided an update on the work of the Ad Hoc Committee on Institution Strategic Plan Review, which he chairs. Committee members also include Stacey Deboise Luster and Paul Toner; the committee is staffed by Associate Commissioner Anne Perkins. Since receiving its charge from the Board in October, the committee has placed a priority on working collaboratively with campuses in developing criteria and a process for BHE review of campus strategic plans, including a December lunch with pilot campus presidents and a special session at the February 27<sup>th</sup> Vision Project Conference. The committee will seek feedback from presidents on proposed guidelines, and present its recommendations at the April BHE meeting.

Before moving on to the presentations on Academic Transfer Pathways and Guided Pathways to Success, Chair Desmond stated that President Patricia Gentile, North Shore Community College, attended the March 3<sup>rd</sup> FAAP meeting to discuss transportation concerns and students not being able to commute to and from different campuses. President Gentile reached out to the BHE for guidance and assistance, and the Committee has taken her request under consideration.

## V. PRESENTATIONS

### **Transfer Pathways**

*Carlos Santiago, Senior Deputy Commissioner for Academic Affairs*

*List of Documents Used:*

*March 10, 2015 BHE PowerPoint*

Commissioner Freeland then introduced Senior Deputy Commissioner Carlos Santiago, who presented on a new DHE initiative creating Academic Transfer Pathways (ATP). Senior Deputy Commissioner Carlos Santiago described the ATP project, which seeks to create a seamless system of transfer amongst the 28 undergraduate serving institutions of public higher education in Massachusetts. ATP builds on the MassTransfer General Education Block and common course equivalency database and has two major components. The first is to identify foundational courses in six high transfer disciplines: Biology, Chemistry, Economics, History, Political Science and Psychology. Foundational courses are those that a student must complete during the first two years of a baccalaureate degree. The goal is to come to an agreement on what those courses are and to ensure that a student could transfer the courses to any public postsecondary four-year institution, allowing a student to enter into junior-level coursework.

The second major component is to create 60-credit maps that would make the process of transferring credits more transparent to students. Senior Deputy Commissioner Santiago demonstrated what the ATP website would look like and said that a student would be able to see what courses they need to complete in a certain discipline at a community college in order to transfer as a junior to a four-year institution. He stated that next year, DHE staff will work on an additional ten disciplines and that once that work is completed, ATP will have captured 70% of all transfer students according to current data. He added that faculty and transfer professionals have come together in this work, which was part of the reason it has been so successful to date.

BHE members commended Senior Deputy Commissioner Santiago on this important work and recognized that it was a major challenge. Secretary Peyser asked what the likelihood of completing this work by FY17 was and Commissioner Freeland said that the reason the DHE was working on ten new disciplines next year was as a response to the Governor's request to move forward quickly, but that there are few remaining disciplines that would have a large impact on capturing a large number of transfer students.

BHE members also expressed that there was a long-term interest in seeing high school curricula more closely aligned with postsecondary institutions. It was noted that all of the work done to date has been by DHE staff and not an outside vendor or software. It would be critically important to sustain or increase resources in order to ensure success.

### **Guided Pathways to Success**

*Dale Allen, Vice President for Community Engagement, Quinsigamond Community College*

*Phil Sisson, Provost/Vice President of Academic & Student Affairs, Middlesex Community College*

#### List of Documents Used:

*March 10, 2015 BHE PowerPoint*

Senior Deputy Commissioner Santiago introduced Dale Allen, Vice President for Community Engagement at QCC and Phil Sisson, Provost/Vice President of Academic & Student Affairs at Middlesex Community College (MCC), who would be presenting on Guided Pathways to Success (GPS). Vice President Allen provided an overview of the work and said GPS has six essential components: meta-majors, aligned mathematics, default academic degree maps, milestone courses, structured schedules, and proactive advising. The fifteen community colleges recently received a TAACCCT Round IV to scale the work that had been started by a subset of the community colleges and one state university who had been working with Complete College America since 2013.

Provost Sisson told BHE members that after MCC launched its 15 to Finish campaign, the percent of students enrolled full-time increased from 10% to 20%. He showed examples of different curricular maps that outline when a student should take a specific course over the period four semesters. The results of the work should lead to higher graduation rates and closing the achievement gap.

Following a brief discussion, Board member Keith Peden thanked Vice Presidents Allen and Sisson and said this was excellent work that would not have happened without the Vision Project.

## **VI. OTHER BUSINESS**

Board member Toner shared with the BHE that he and Board member Reimers were working with EF Travel to send a delegation of teacher preparation faculty and legislators to Singapore to meet with the National Ministry of Education and the National Institution of Education to learn how teachers and school principals are inducted, initially prepared and supported throughout their careers.

## **VII. PUBLIC PARTICIPATION**

None

**VIII. ADJOURNMENT**

There being no further business, Chair Desmond adjourned the meeting at 12:02 p.m.

Respectfully submitted,  
Richard M. Freeland, Ph.D.  
Commissioner of the Department  
and Secretary to the Board