

BOARD OF HIGHER EDUCATION

December 10, 2013
9 a.m.

Northern Essex Community College
Hartleb Technology Center, Room TC 103 A&B
100 Elliott Street
Haverhill, Massachusetts

Minutes

A meeting of the Board of Higher Education (BHE) was held at Northern Essex Community College (NECC) in Haverhill, Massachusetts.

The following Board members were present:

Charles F. Desmond, Chair
Louis Ricciardi, Vice Chair
David Barron
Nancy Hoffman
Saeyun Lee, Designee for Secretary Malone
Kathy Matson, Community College Segmental Representative
Dani Monroe
Keith Peden
Fernando Reimers
Leah Collins, State University Segmental Advisor, Non-voting member

The following Board members were absent:

C. Bernard Fulp
Henry Thomas
Paul Toner

I. CALL TO ORDER

The meeting was called to order at 9:05 a.m. Board Member Reimers asked to take some time to reflect on the legacy of Nelson Mandela. He thought it was appropriate, noting that Nelson Mandela often spoke of the transformative nature of education; he added that the Vision Project was about advancing education and which is the ultimate form of justice. The Board members observed a moment of silence.

II. WELCOME

Dr. Lane Glenn, President, Northern Essex Community College

List of Documents Used: PowerPoint presentation

Dr. Lane Glenn began his remarks by welcoming members of the BHE, the NECC Board, and Senator Kathleen O'Connor Ives. He spoke of the importance of the Vision Project and community colleges, and how community colleges have played a role in the revitalization in Gateway Cities. President Glenn then showed Board members, through a PowerPoint presentation, the capital improvement projects that were taking place on the Lawrence campus and said the College was serving as a partner with the city, local businesses and other stakeholders to revitalize the

impoverished city. He said all of the community colleges near the Gateway Cities are doing similar things.

Chair Charles Desmond thanked President Glenn for sharing his inspiring vision. If all of our urban areas in the Commonwealth had this kind of leadership, the future would be very bright. He also thanked President Glenn for hosting the Board meeting.

III. ACCEPTANCE OF MINUTES

Chair Desmond then brought forth a motion to accept the minutes of the September 16, 2013 BHE Retreat. The motion was seconded and the minutes were approved unanimously by all Board members present.

Chair Desmond then brought forth a motion to accept the minutes of the October 22, 2013, BHE Special meeting. The motion was seconded and the minutes were approved unanimously by all Board members present.

Chair Desmond then brought forth a motion to accept the minutes of the October 29, 2013, BHE meeting. The motion was seconded and the minutes were approved unanimously by all Board members present.

IV. CHAIRMAN'S REMARKS

Chair Desmond introduced the new State University Segmental Advisor, Leah Collins. He added that she is a majoring in business at Worcester State University and looks forward to her participation.

Chair Desmond congratulated Board Member Nancy Hoffman for being reappointed to the Board. He also shared that the Vision Project report, "Within Our Sights," was praised in a Boston Globe article the previous week. It highlighted the advancements being made on campuses and also applauded the work of Commissioner Freeland. Chair Desmond commented that today's agenda items, which included a discussion on the budget and additional actions in developmental math, were critical to the work of closing achievement gaps. He also recognized Associate Commissioner for External Affairs Katy Abel, who has been instrumental in the work of the Vision Project and has done a great job of communicating our work through media attention, and other means.

The Board members then introduced themselves.

V. COMMISSIONER'S REMARKS

Commissioner Richard Freeland thanked President Glenn for the informative welcome and for hosting the meeting. He said grants from the Performance Incentive Fund have helped leverage important initiatives at NECC and other community colleges. He thanked the NECC Board members who, like the BHE members, were volunteers and he appreciated their commitment. Commissioner Freeland also thanked Senator O'Connor Ives for attending and recognized Bill Hart and Vincent Pedone, Executive Officers for the Community College Council of Presidents and State University Council of Presidents, respectively.

Commissioner Freeland said they were three important items on the agenda. The FY15 budget, which is the basis of the Department's and Board's work; a second set of recommendations regarding developmental math; and an encouraging update on the Board's prior vote for a statewide nursing strategic plan. He informed the Board that Massachusetts has been invited by the White House to attend a conference, hosted in partnership with Complete College America,

drawing attention to the importance of student success, with specific focus on developmental education. Massachusetts will be one of seven states that will be recognized for their work on developmental education.

Commissioner Freeland stated he has begun his pattern of attending campus trustee meetings and Jennifer Perkins, Director of the Office of Trustee Relations (OTR), has done a great job so far. As Director of the OTR, she typically attends at least two local Board meetings per month. He said he found it energizing to connect with campus trustees, and looks forward to accompanying Jennifer on more campus trustee visits; he plans on visiting nearly all of the campus boards at least once this academic year. He has also been reviewing annual president evaluations, consistent with the new BHE guidelines, and reported to the Board that it has been extremely encouraging to see reflected in the annual evaluations the work of the Vision Project integrated with campus plans.

Trustee David Barron then joined the meeting, and Commissioner Freeland welcomed him.

Commissioner Freeland continued, stating that Board members may have read that the Board of Elementary and Secondary Education passed a motion establishing a transition plan for the Partnership for Assessment of Readiness for College and Careers (PARCC) initiatives. Commissioner Chester has been invited to attend a Board meeting to share what is happening in the Department of Elementary and Secondary Education. Finally, the Framingham State University (FSU) presidential search is in its final stages and the Board can anticipate a recommendation from the FSU Board in the near future.

VI. SECRETARY OF EDUCATION'S REMARKS

Dr. Saeyun Lee, Secretary Mathew Malone's Designee, thanked President Glenn and said she was thrilled to see the work that NECC and the community are engaged in. Massachusetts has received a grant from the National Governors Association and is in the process of creating a definition of readiness for birth to grade 3 that will be aligned with the readiness definition voted on by the Board. She said it was very powerful that Massachusetts will be recognized for its work done to date on developmental math.

Dr. Lee also wanted to take a moment to honor the legacy of Nelson Mandela and quoted him, "Education is the most powerful weapon you can use to change the world."

VII. REPORTS FROM PRESIDENTS

A. Community College Presidents' Report – Springfield Technical Community College President Ira Rubenzahl

List of Documents Submitted by President Rubenzahl:

Comments of Ira Rubenzahl at BHE Meeting, December 10, 2013

President Ira Rubenzahl introduced himself and said he served as chair of the Community College Council of Presidents. He has a Doctorate in Mathematical Physics and has taught at both the university and community college level. Although the world around us has changed, developmental math education has not. He spoke in favor of the developmental math motion before the Board, stating that it will open the door to multiple pathways. The higher education system is becoming more racially segregated, with greater numbers of black and Hispanic students at the community colleges and greater numbers of white

students at the selective four-year colleges and universities. He stated that the white enrollment at Springfield Technical Community College has been stagnant, while black and especially Hispanic enrollment has skyrocketed. President Rubenzahl also highlighted the lack of support the community colleges receive from the Commonwealth compared to the four-year institutions. He argued that equity should be a top priority for the BHE. Public higher education, and by extension, all of higher education, must be actively part of the solution, not part of the problem, of income inequality and reduced upward mobility.

Commissioner Freeland said there was a danger of becoming a two-tier society and thanked President Rubenzahl for drawing their attention to that. Chair Desmond said this issue was partly why the BHE has taken on the challenge of the Vision Project.

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

List of Documents Submitted by President Maloney:

None submitted.

President Barry Maloney shared that he was representing Massachusetts College of Liberal Arts President Mary Grant. He thanked Commissioner Freeland for visiting Worcester State University (WSU) in November to see the partnership between WSU and the University of Massachusetts Medical School. On November 21st, students organized State University Appreciation Day at the State House. President Maloney said he was pleased with FY15 budget proposal. He thanked the DHE staff, Commissioner and BHE for being strong proponents of higher education.

Before turning to the next agenda item, Commissioner Freeland noted that Vice President of Academic Affairs and Interim-President of Westfield State University Elizabeth Preston joined the meeting and welcomed her.

VIII. REPORT FROM STUDENT ADVISORY COUNCIL

Board Member Kathy Matson reported that the Student Advisory Council has met twice since the last Board meeting and has elected Leah Collins as the State University Segmental Advisor. They are currently planning for leadership conference. One of the main goals is to bring all the campuses together. The Student Advisory Council continues to look for ways to incorporate more students and is looking to gain more support from all of the campuses, and are still searching for a University of Massachusetts Segmental Advisor.

IX. MOTIONS

A. Academic Affairs

List of Documents Used:

AAC Motions 14-13 through 14-19

Letter Dated December 10, 2013 from Board Member Thomas

Academic Affairs Committee (AAC) Chair Nancy Hoffman said the Committee has been modestly changing the format of the meetings in order to discuss more substantive issues. She said that they would be voting on some program approvals and a companion piece to October's developmental math vote.

The following motion was moved, seconded, and passed unanimously.

AAC 14-17 Approval of Academic Affairs Committee Motions 14-13 through 14-16 on a Consent Agenda

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

- AAC 14-13 Berkshire Community College
Associate in Science in Early Childhood Education
- AAC 14-14 Mount Wachusett Community College
Associate in Science in Health Information Management
- AAC 14-15 Becker College
Bachelor of Arts in Interactive Media Design
- AAC 14-16 Massachusetts General Hospital Institute of Health Professions
Master of Physician Assistant Studies

Authority: Article III, Section 6, By-Laws

Contact: Shelley Tinkham, Ph.D., Assistant Commissioner for Academic, P-16 and Veterans Policy

Committee Chair Hoffman then said the motion to approve Becker College's application to award the Bachelor of Arts in Early Childhood and Youth Education was pulled from the Consent Agenda in order to allow Board Member Reimers, who had a potential conflict of interest with that motion, to be able to recuse himself from that vote and to vote on all of the other items on the consent agenda.

The following motion was moved, seconded, and passed with one abstention by Board Member Reimers.

**AAC 14-18 Becker College
Bachelor of Arts in Early Childhood and Youth Education**

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

Contact: Shelley Tinkham, Assistant Commissioner for Academic, P-16 and Veterans Policy

The discussion then turned to AAC14-19, which is a vote to adopt a Policy on Developmental Math Education in Response to the Commissioner's Task Force on Transforming Developmental Math Education. Senior Deputy Commissioner for Academic Affairs Carlos Santiago gave a presentation on the findings of the Task Force and a summary of the recommendations.

Vice Chair Louis Ricciardi spoke to the amendment made at the AAC meeting, noting that he appreciated that the goal of increasing by 20% by the Fall of 2018 the rate of students completing a first gateway college-level math course within two years of enrollment was changed to an intermediary goal instead of a terminal one. Board Member Reimers said he very much endorsed the recommendations and the implementation plan reflects tremendous trust in the faculty to create a more effective way to support students. Board Member Keith Peden also stated that he supported the motion and said that students do not always start with a clear direction of where they are going.

Board Member David Barron wanted to ensure that the 20% goal reflected students that completed developmental coursework and entered into a gateway math course. Committee Chair Hoffman added that the data should be disaggregated to see how different groups performed with the new pathways.

Chair Desmond said he received a letter from Board Member Thomas expressing his concerns; copies were distributed to all Board members, and the letter was entered into the record. Dr. Lee stated that she was speaking on behalf of Secretary Malone and herself, and that they were both supportive of the recommendations. She highlighted the importance of looking at the data and asked that students also be in on the implementation.

The following motion was moved, seconded, and passed unanimously.

**AAC 14-19 POLICY ON DEVELOPMENTAL MATH EDUCATION IN
RESPONSE TO THE COMMISSIONER'S TASK FORCE ON
TRANSFORMING DEVELOPMENTAL MATH EDUCATION**

Following its October 29, 2013 vote to receive the final report of the Commissioner's Task Force on Transforming Developmental Math Education and revise the 1998 Common Assessment Policy, the Board of Higher Education adopts the following additional policies consistent with the recommendations of the Task Force report:

- Beginning in 2014-15, as limited variations in the GPA placement standard criteria are being piloted consistent with Board vote AAC 14-12, campuses are strongly encouraged to: (1) Design and implement general academic pathways within their credit bearing programs appropriate for all students and consistent with recommendation 2 of the Task Force Report; these pathways will include varying sequences in mathematics consistent with the requirements of continuing studies within the academic areas associated with each pathway; (2) Campuses are also strongly encouraged to revise the content, sequencing, and timeframe of their developmental math education offerings consistent with the varying math requirements of these general academic pathways and with Recommendation 3 of the Task Force Report.
- The Board sets an intermediate goal of increasing by 20% by the Fall of 2018 the rate of students completing a first gateway college-level math course within two years of enrollment. The baseline for determining success in achieving this goal will be the 2009 rate.

The Board calls upon the Commissioner to (1) convene an implementation planning team during the remainder of 2013-14, including representation from the campuses, to develop guidelines for the period of experimentation, which shall include incremental goals for increasing the rates of students completing a first gateway college-level math course within two years of enrollment; and (2) to promote the design and development of general academic pathways at the campus level; (3) to promote best practices with respect to developmental coursework in mathematics consistent

with the findings of the report; (4) to recommend steps to assure the recognition of coursework earned in the alternative developmental education sequences and the alternative general academic pathways being developed under this policy; and (5) to assure that the range of programmatic patterns adopted by the campuses during the period of experimentation will permit the BHE to draw conclusions about the most effective approach to developmental education in math in anticipation of establishing revised statewide policy; and (6) to report to the Board by March 2015 on the progress of the experiments, on a recommended timetable for adoption of revised policy based on the experiments, and on progress towards the Fall 2018 goal of increasing by twenty percent the rate of students completing a first gateway college-level math course within two years of enrollment.

Authority: Massachusetts General Laws Chapter 15A, Sections 6, 9(c), 9(u) and 32.

Contact: Carlos Santiago, Senior Deputy Commissioner for Academic Affairs

B. Fiscal Affairs and Administrative Policy

List of Documents Used:

FAAP Motions 14-22 through 14-24

FY2015 Department of Higher Education Budget Recommendation, December 10, 2013

Chair Desmond then turned discussion over to Fiscal Affairs and Administrative Policy (FAAP) Committee Member Keith Peden, who would facilitate the discussions on the FAAP motions in Board Member Fulp's absence.

Deputy Commissioner for Administration and Finance Sean Nelson presented the FY15 Budget proposal to the BHE and said that, as requested, the presentation showed how the line items were aligned with the Vision Project goals. After Deputy Commissioner Nelson finished his presentation, Commissioner Freeland explained to the BHE that this becomes our submission to the Executive Office of Education, who then presents it to the legislature and that this was only the beginning of a long process.

The following motion was moved, seconded, and passed with two abstentions. Chair Desmond abstained due to the potential of a conflict of interest because he serves as a fellow to NEBHE, and Dr. Lee abstained noting that the budget will be presented to the Secretary of Education for his approval.

FAAP 14-22 APPROVAL OF THE BOARD OF HIGHER EDUCATION FY2015 BUDGET

The Board of Higher Education hereby adopts the attached Board of Higher Education budget request for Fiscal Year 2015 and further authorizes the Commissioner to submit the Board's budget recommendation to the Secretary of Education.

Authority: Massachusetts General Laws Chapter 15A, Section 6, 9 and 15B

Contact: Sean Nelson, Deputy Commissioner for Administration and Finance Fiscal and Administrative Policy

After brief discussion, the following motions were moved, seconded, and passed unanimously.

FAAP 14-23 Approval of the Massachusetts State College Building Authority Davis Hall Renewal And Adaption Project

Authority: Massachusetts General Laws Chapter 15A, Section 6

Contact: Sean Nelson, Deputy Commissioner for Administration and Finance Fiscal and Administrative Policy

FAAP 14-24 Approval Of Amended State University Internship Incentive Program Guidelines

Authority: Massachusetts General Laws, Chapter 15A, Section 9 and 9B; Section 2 of Chapter 139 of the Acts of 2012 (Item 7066-0000).

Contact: Sean Nelson, Deputy Commissioner for Administration and Finance Fiscal and Administrative Policy

X. PRESENTATION

Nursing Strategic Plan Update; Nursing Transfer Block Discussion

David Cedrone, Associate Commissioner of Workforce and Economic Development, Department of Higher Education

List of Documents Used

Healthcare Workforce Planning Presentation, December 10, 2013

At this time, Chair Desmond turned the meeting over to Commissioner Freeland, who in turn invited Associate Commissioner for Workforce and Economic Development David Cedrone forward. Associate Commissioner Cedrone said the Nursing Education Compact was a result of the Board's vote on a nursing strategic plan for the workforce and he met with the Presidents of each of the state universities and the leadership at the University of Massachusetts. After his presentation, Committee Chair Hoffman asked if best practices had been explored and Associate Commissioner Cedrone confirmed that it was part of this initiative. He added that Massachusetts was one of a few states that were looking at some of these issues.

There was some conversation regarding the delivery method of these nursing courses and partnerships between public and private institutions. Commissioner Freeland stated that the Nursing Transfer Education Compact would come before the Board for a vote in the January meeting.

XI. OTHER BUSINESS

Commissioner Freeland shared that Jonathan Keller has been promoted to Senior Associate Commissioner of Research and Planning.

XII. PUBLIC PARTICIPATION

There were no requests from the public to participate.

XIII. ADJOURNMENT

The meeting was adjourned at 11:32 a.m.

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