

## BOARD OF HIGHER EDUCATION

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January 28, 2014  
9:00 a.m.

One Ashburton Place, 21<sup>st</sup> Floor  
Conference Rooms 2 and 3  
Boston, Massachusetts 02108-1696

### Minutes

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

The following Board members were present:

Charles F. Desmond, Chair  
C. Bernard Fulp  
Nancy Hoffman  
Stacey DeBoise Luster  
Matthew Malone, Secretary of Education  
Kathy Matson  
Dani Monroe  
Keith Peden  
Fernando Reimers  
Henry Thomas  
Paul Toner

The following Board members were absent:

David Barron  
Louis Ricciardi, Vice Chair

### I. CALL TO ORDER

Chair Charles Desmond called the meeting to order at 9:10 a.m. and welcomed new BHE member, Stacy Luster. Chair Desmond gave a brief summary of Board Member Luster's accomplishments noting, among other things, that she is the first African American woman elected to the Worcester City Council.

### II. WELCOME

Dr. Mary Grant, President, Massachusetts College of Liberal Arts (MCLA)

*List of Documents Used*

*MCLA Packet*

*PowerPoint Presentation MCLA: The Commonwealth's Public Liberal Arts College*

President Mary Grant thanked the BHE members for their time and acknowledged her colleagues in attendance with her today. President Grant gave a PowerPoint presentation on MCLA's mission and history, and noted that this was her twelfth year as President. She highlighted MCLA's accomplishments through the years, stating that for the third year in a row, MCLA was ranked a Top Ten Public Liberal Arts College by *U.S. News & World Report*. President Grant spoke about MCLA's initiatives related to their four strategic planning goals:

excellence in teaching and learning; supportive and inclusive community; responsive and intentional stewardship; and public purpose and engagement.

### **III. ACCEPTANCE OF MINUTES**

Chair Desmond brought forth a motion to accept the minutes of the December 10, 2013 BHE meeting. The motion was seconded and the minutes were approved unanimously by all Board members present.

### **IV. CHAIRMAN'S REMARKS**

Chair Desmond mentioned that Governor Deval Patrick would be making the State of the Commonwealth address later that evening and President Barack Obama would be giving the State of the Union address. He noted that during today's meeting they would be hearing several presentations, including one from Deputy Commissioner for Administration and Finance Sean Nelson on the Governor's budget, which was very encouraging with \$1.1 billion for higher education for FY15.

Chair Desmond thanked Commissioner Freeland, Vice Chair Louis Ricciardi, Board Member Hoffman, and Secretary of Education designee Saeyun Lee for their participation in the Framingham State University (FSU) presidential search. He said he was pleased to announce that during a special BHE meeting held on January 21, 2014 the BHE approved the FSU Board's recommendation of Dr. Javier Cevallos as Framingham University's next president. He then asked Board members to introduce themselves.

### **V. COMMISSIONER'S REMARKS**

Commissioner Richard Freeland thanked Chair Desmond, and thanked President Grant for her presentation, and for "hosting" the BHE meeting here in Boston. He also thanked DHE staff members Stacy Bougie and Anne Perkins for their organizational preparation, and Worcester State University President Barry Maloney for being in attendance. He recognized Bill Hart and Vincent Pedone, Executive Officers for the Community College Council of Presidents and State University Council of Presidents, respectively.

Commissioner Freeland stated that a vote on a proposed Nursing Education Transfer Compact was among today's agenda items. The Compact serves as a model for strategically thinking about what the role of higher education should be in fulfilling workforce needs, and he hoped to replicate it in other industry areas in the future.

Commissioner Freeland stated that he, along with other DHE staff members, met with the Joint Committee on Education and Joint Committee of Higher Education to talk about Partnership for Assessment of Readiness for College and Careers (PARCC) and developmental education. The Department of Elementary and Secondary Education has been invited to come to the next BHE meeting to talk about PARCC and the new assessment pilot.

He stated that the Special Commission on Higher Education Quality, Efficiencies, and Finance, which was established through the FY2014 Budget, has begun to meet. The Commission is charged, among other things, with studying and making recommendations on creating a sustainable model for public higher education financing. The Commission is chaired by Secretary of Education Mathew Malone, and in addition to Commissioner Freeland includes institutional presidents, business leaders, faculty and legislators, and the president of the

Association of Independent Colleges and Universities in Massachusetts. The Commission is required to report its recommendations by June 30, 2014.

Commissioner Freeland also gave an update on different grants overseen by the DHE, and stated that he has made several visits to campus Board meetings, organized through the Department's new Office of Trustee Relations. He closed his remarks by stating that he recently attended an Association of American Colleges and Universities (AAC&U) conference, and the Massachusetts initiatives on student learning outcomes were showcased, specifically the work of the quality collaborative dyads (Middlesex Community College paired with University of Massachusetts Lowell and Fitchburg State University paired with Mount Wachusett Community College).

## **VI. SECRETARY OF EDUCATION'S REMARKS**

*List of Documents Submitted by the Secretary of Education:*

*None submitted.*

Dr. Lee thanked Chair Desmond and said Secretary Mathew Malone will offer remarks when he joins the meeting. She noted that he is expected to arrive at approximately 11:00 a.m. She also thanked President Grant for her welcome, adding that her enthusiasm was contagious.

## **VII. REPORTS FROM PRESIDENTS**

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

*List of Documents Submitted by President Rubenzahl:*

*Statement of Ira Rubenzahl at BHE Meeting, January 28, 2014*

President Ira Rubenzahl stated that at the last BHE meeting on December 12, 2013 he presented facts about a growing divide between community college students and those of senior institutions. He then proceeded to give examples of how this divide can be bridged and how community college outcomes can be significantly improved. He spoke of new evidence which shows programs that enable community college students to attend school full-time dramatically increases graduation rates. President Rubenzahl suggested replicating the Accelerated Study in Associate Program (ASAP) which has been instituted at community colleges in New York City, noting that the ASAP program has doubled or tripled graduation rates. He also suggested encouraging Massachusetts institutions to expand community college transfers. He urged the BHE to elevate the success rates of low-income and ethnic minority students as top priorities.

### **B. State University Presidents' Report – Massachusetts College of Liberal Arts President Mary Grant**

*List of Documents Submitted by President Grant:*

*None submitted.*

President Grant recognized the Massachusetts College of Art and Design, which was recently awarded for their dedication to energy conservation. She congratulated Commissioner Freeland for the learning outcomes assessment work highlighted at the Association of American Colleges and Universities 9AAC&U) meeting.

President Grant welcomed the new president of Framingham State, Dr. Javier Cevallos, and thanked Interim President Robert Martin for his work. She also gave thanks to the Governor for

his continued support of public higher education and said she hoped for another year of frozen fees and tuition. She stated that the State Universities and Community Colleges had recently met separately with Senator Elizabeth Warren about issues in higher education, including student debt and affordability, financial aid, and loan forgiveness. President Grant agreed with President Rubenzahl and said that easing a student's financial burden and increasing student support was a concern throughout all the sectors.

### **VIII. REPORT FROM STUDENT ADVISORY COUNCIL**

List of Documents Submitted by Ms. Matson:

*None submitted.*

Board Member Kathy Matson said the Student Advisory Council (SAC) has not met since the last BHE meeting but is scheduled meet on January 30, 2014. Chair Desmond suggested that SAC discuss the issues raised by the Presidents at today's meeting.

Board member Paul Toner asked to be recognized; he commented on the Commissioner's remarks regarding PARCC, and said the Massachusetts Teachers Association has a Common Core State Standards/PARCC toolkit on their website that might be useful.

### **IX. MOTIONS**

#### **A. Academic Affairs**

List of Documents Used:

*AAC Motions 14-20 through 14-24*

Academic Affairs Committee (AAC) Chair Hoffman said that during the Committee meeting the previous week there were six program approvals, five of which were on a consent agenda. The sixth program approval was for the University of Massachusetts Boston's proposal to offer a Bachelor of Arts in Community Development, which is being considered separately so that she could recuse herself to avoid the appearance of a conflict of interest, due to her prior affiliation with the institution. The AAC also approved the NETC, discussed possible changes to the BHE's 2001 Interpretation and heard an update on the pending State Authorization Reciprocity Agreement (SARA).

The following motion was moved, seconded and passed unanimously.

#### **AAC 14-25 CONSENT AGENDA**

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

- |           |   |
|-----------|---|
| AAC 14-20 | University of Massachusetts Boston<br>Bachelor of Arts in Global Affairs                              |
| AAC 14-21 | University of Massachusetts Lowell<br>Bachelor of Science in Public Health<br>Master of Public Health |
| AAC 14-22 | Fisher College<br>Master of Business Administration   |
| AAC 14-23 | Le Cordon Bleu College of Culinary Arts, Inc.   |

Certificate in Le Cordon Bleu Culinary Arts  
Certificate in Le Cordon Bleu Patisserie and Baking

AAC 14-24 Union Institute and University  
Bachelor of Arts in Liberal Studies  
Master of Arts in Counseling Psychology  
Doctor of Psychology

**Authority:** Article III, Section 6, By-Laws

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

Chair Desmond asked for a motion on AAC 14-26, which was duly moved and seconded. The motion was approved with one abstention, by Committee Chair Hoffman.

**AAC 14-26 APPLICATION OF UNIVERSITY OF MASSACHUSETTS BOSTON TO AWARD THE BACHELOR OF ARTS IN COMMUNITY DEVELOPMENT**

**MOVED:** The Board of Higher Education hereby approves the application of **the University of Massachusetts Boston** to award the **Bachelor of Arts in Community Development**.

Upon graduating the first class for these programs, 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:** Carlos Santiago, Senior Deputy Commissioner for Academic Affairs and Academic Policy

Committee Chair Hoffman introduced AAC 14-27, noting that this vote followed the presentation at the December 10, 2013 BHE meeting. Since that time, the draft Nursing Transfer Compact has been revised to incorporate feedback from campus presidents. This vote would accept the recommendations of the Working Group on the Nursing Education Transfer Compact, and call upon the Commissioner and campus presidents to engage in campus-level implementation planning, with the expectation that implementation should occur by the Fall of 2014. She thanked Associate Commissioner for Economic and Workforce Development David Cedrone for his leadership and said she looked forward to this type of work in other sectors. The following motion was moved, seconded and passed unanimously.

**AAC 14-27 NURSING EDUCATION TRANSFER COMPACT**

- MOVED:** The Board of Higher Education hereby accepts the recommendations of the Working Group on the Nursing Education Transfer Compact and endorses the Nursing Education Transfer Compact, as presented by the Department of Higher Education. The Board further calls upon the Commissioner and campus presidents to work together in the coming months to engage in campus-level implementation planning, including consultation with faculty governance as appropriate, with the expectation that implementation should occur by the Fall of 2014.
- Authority:** Massachusetts General Laws Chapter 15A, Section 9 and 6; Section 2 of Chapter 38 of the Acts of 2013 (Line Item 7066-0020)
- Contact:** David Cedrone, Associate Commissioner Economic and Workforce Development

Finally, Committee Chair Hoffman reported that the AAC discussed BHE program approval process, noting that the DHE has been seeking ways to streamline its program approval process for independent institutions. Revisions to the BHE's 2001 Interpretation of the program approval regulations offer one way to attain this goal. She also spoke about SARA, which would create a system of interstate reciprocity based on the voluntary participation of states, to govern the regulation of out-of-state institutions operating distance education programs, with the underlying premise being that out-of-state institutions can obtain program approval in one state and then have that approval be valid in every other state where they operate. We are working with other New England states to ensure that SARA addresses our concerns about program quality.

## **X. PRESENTATIONS**

### **A. Update on Governor's FY15 Budget**

Sean Nelson, Deputy Commissioner of Administration and Finance

List of Documents Used:

*BHE PowerPoint Presentation, January 28, 2014*

*FY15 Budget Recommendation: The Department of Higher Education Memorandum from Commissioner Freeland to BHE, January 27, 2014*

Chair Desmond turned the meeting over to Commissioner Freeland, who invited Deputy Commissioner Nelson to the table to update the BHE on the Governor's budget.

Deputy Commissioner Nelson gave a detailed PowerPoint presentation summarizing the Governor's FY15 budget proposal. He noted that there was a three percent increase in the Governor's FY15 budget proposal over the FY14 budget, and that it includes a significant investment in Community Colleges and State Universities. Deputy Commissioner Nelson noted that the budget proposal includes \$100,000 for consultant services to create a State University funding formula. He then explained the differences between the DHE's proposed budget and the Governor's proposed budget. Deputy Commissioner Nelson said he was hopeful that the legislature would bring back some of the funding that did not appear in the Governor's proposed budget, including funding for the STEM Starter Academy and full funding for the Performance Incentive Fund.

### **B. Update on Student Learning Outcomes System-Level Progress and the Multi-State Collaborative**

Pat Crosson, Senior Advisor for Academic Policy, and Bonnie Orcutt, Director of Learning Outcomes Assessment

List of Documents Used:

*BHE PowerPoint Presentation, January 28, 2014*

*Timeline of Massachusetts' Work on Learning Outcomes Assessment 2009-2014*

Commissioner Freeland invited Pat Crosson, Senior Advisor for Academic Policy, and Bonnie Orcutt, Director of Learning Outcomes Assessment to the table to present on learning outcomes assessment activities in relation to the Student Learning area of the Vision Project. Senior Advisor Crosson began the presentation by explaining the *Timeline of Massachusetts' Work on Learning Outcomes Assessment 2009-2014* handout. She described the individual components of Advancing a Massachusetts Culture of Assessment (AMCOA), the LEAP State Initiative, and the Multistate Collaborative to Advance Learning Outcomes Assessment (MSC) and how the work was interconnected.

The goal of AMCOA is to advance and help strengthen learning outcomes assessment on public campuses. The AMCOA Team continues to serve as a learning community with representatives from all campuses and four regional co-chairs. The Massachusetts LEAP State Initiative involves work within Massachusetts to develop a statewide system for learning outcomes assessment and work with other states in the MSC, SHEEO and AAC&U to devise a statewide assessment model that can help campuses improve student learning while also responding to external expectations for accountability. The Massachusetts Task Force on Statewide Assessment provides broad oversight for both aspects of the LEAP State Initiative. The Massachusetts Team, chaired by Director Orcutt, leads the pilot study work for both Massachusetts and MSC.

The State Partner Team, chaired by Senior Advisor Crosson, provides representation for Massachusetts campuses in the work of the Collaborative.

After going over the initiatives in detail, BHE members were given the opportunity to ask questions. Board Member Toner asked that union leadership be more active in this work and that they be formally invited to any meetings. Board Member Hoffman agreed with Board Member Toner's request. Several Board members thanked Senior Advisor Crosson and Director Orcutt for their detailed presentation.

Following a brief discussion about what type of student work was being assessed and the use of Essential Learning Outcomes and VALUE rubrics created under the auspices of AAC&U as an alternative to standardized testing, Dr. Lee asked about whether College and Career Readiness standards were influencing decisions being made. Senior Advisor Crosson informed Dr. Lee that one of the reasons Massachusetts aligned with the LEAP framework was because it has the potential to reach back to the K-12 sector. Dr. Lee requested that PARCC engagement teams also be consulted.

Secretary of Education Mathew Malone joined the meeting at this time, and took Dr. Lee's place at the table. Chair Desmond welcomed Secretary Malone and asked him if he wished to provide any remarks. Secretary Malone spoke about the *Go Public!* Campaign, the Governor's proposed budget, and a joint board meeting recently held with the Board of Early Education and Care and the Board of Elementary and Secondary Education. He also attended a recent event for veterans and added that he hoped that more veterans would avail themselves of opportunities in higher education. Secretary Malone saluted those campuses that have built veterans' centers.

## **C. Vision Project Performance Incentive Fund Grant Initiatives**

### List of Documents Used:

*BHE PowerPoint Presentation, January 28, 2014*

*Performance Incentive Fund FY2014 Award Fact Sheet*

Chair Desmond thanked Secretary Malone for his comments. He then called upon Senior Deputy Commissioner Carlos Santiago to introduce the two institutions that would present their Vision Project Performance Incentive Fund (PIF) Grant initiatives.

- *Westfield State University – Civic Engagement*

Westfield State University (WSU) was represented by Interim President Elizabeth Preston, Interim Vice President of Academic Affairs Marsha Marotta, Dr. Brian Conz, Department of Geography and Regional Planning. Interim President Preston spoke about the founding of WSU and how this year was special because of the 175<sup>th</sup> anniversary of the normal schools.

Interim Vice President Marotta said that she was a member of the Study Group on Civic Learning and Engagement and that the ultimate goal was for every student to take a civic education course before graduating. At WSU, they hoped to create a culture of change on campus based on the understanding that social problems are shared problems.

Dr. Conz stated that this particular outcome of the Vision Project was important and discussed how it was connected to the other key institutional outcomes. He discussed the different aspects of the initiatives and spoke about several challenges and opportunities.

- *Middlesex Community College — College Completion*

Middlesex Community College (MCC) was represented by President Carole Cowan and Associate Provost Clea Andreadis. President Cowan told BHE members that she has been president at MCC for twenty-three years and was very appreciative of the funding the school has received over the years from PIF.

Associate Provost Andreadis said the institution has spent a number of years looking at persistence and retention rates among students and they have made significant progress. Now the focus has shifted to completion. The initiative, *Pathways to Achievement, Completion, Career and Transfer (PACCT): Redesigning Advising to Reflect Complete College America (CCA) Strategies*, was modeled after five priorities as outlined by CCA. She then spoke about the different components of the project and its timeline.

After a few questions from BHE members, Chair Desmond thanked the presenters.

## **XI. OTHER BUSINESS**

There was no other business.

## **XII. PUBLIC PARTICIPATION**

There were no requests from the public to participate.

## **XIII. ADJOURNMENT**

Chair Desmond thanked everyone and said he would like to conclude the meeting with a quote from Dr. Martin Luther King, Jr., “If you can't fly then run, if you can't run then walk, if you can't walk then crawl, but whatever you do you have to keep moving forward.” The meeting was adjourned at 11:57 p.m.

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