

## BOARD OF HIGHER EDUCATION

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June 16, 2015  
9:00 a.m.

University of Massachusetts Boston  
Alumni Lounge, 2nd Floor Campus Center (Room 2551)  
100 Morrissey Boulevard  
Boston, Massachusetts

### Meeting Minutes

A meeting of the Board of Higher Education (BHE) was held on Tuesday, June 9, 2015 in the University of Massachusetts Boston Alumni Lounge, Room 2551, 100 Morrissey Boulevard, Boston, Massachusetts.

#### The following Board Members were present:

Chris Gabrieli, Chair  
Maura Banta  
Edson Chipalo  
Nathan Gregoire, Voting Student Member  
Sheila Harrity  
Nancy Hoffman  
Tom Hopcroft  
Don Irving  
Stacey DeBoise Luster  
Dani Monroe  
James Peyser, Secretary of Education  
Fernando Reimers  
Paul Toner

#### The follow Board members were absent:

Henry Thomas

#### I. CALL TO ORDER

Chairman Gabrieli called the meeting to order at 9:23 a.m.

#### II. WELCOME

*Ellen O'Connor, Vice Chancellor for Administration and Finance, UMass Boston*

Vice Chancellor Ellen O'Connor welcomed the Board of Higher Education (BHE) and members of the public to the University of Massachusetts Boston (UMB). She provided an overview of the campus reconstruction project. She noted that the current construction in progress involves the digging of a trench, for the placement of all utilities lines that support the buildings. More broadly, the construction began due to the serious deterioration of the sub structure, but its intended and beneficial outcome is to transform the campus. She stated that the campus will become ground level from edge to edge, achieving the goal of being more accessible and being closer to the communities. Vice Chancellor O'Connor also noted that student admissions have not been affected by the project, and are already in the middle of the projected timeline.

#### III. ACCEPTANCE OF MINUTES

Chairman Gabrieli brought forth a motion to accept the minutes of the Tuesday,

April 28, 2015 Joint meeting of the Board of Elementary and Secondary Education (BESE) and BHE meeting. The motion was seconded and the minutes were approved unanimously.

Chairman Gabrieli brought forth a motion to accept the minutes of the Tuesday, April 28, 2015 BHE meeting. The motion was seconded and the minutes were approved unanimously.

Chairman Gabrieli brought forth a motion to accept the minutes of the May 15, 2015 Special BHE meeting. The motion was seconded and the minutes were approved unanimously.

Board Member Don Irving arrived at the meeting at this time.

Chairman Gabrieli brought forth a motion to accept the minutes of the May 20, 2015 Special BHE meeting. The motion was seconded and the minutes were approved unanimously.

#### **IV. REMARKS & REPORTS**

##### **A. Chairman's Remarks**

Chairman Gabrieli welcomed everyone to the final, regular meeting of the BHE for the 2014-2015 year. He then noted that this meeting will also be remembered as Commissioner Freeland's final meeting. Before beginning the recognition portion of the meeting Chairman Gabrieli wanted to congratulate and thank several Board Members. First, Board Member Stacey Luster has accepted a position as the new human resources head at Worcester State University. Ms. Luster will be resigning as the Chair at Quinsigamond Community College (QCC), and upon her resignation will also no longer be serving on the BHE as the State University Trustee representative. Chair Gabrieli also noted that the Board would like Ms. Luster to attend the BHE's first meeting in the fall for a formal recognition. Secondly, he recognized and thanked the Community College Student Segmental Advisor, Edson Chipalo, who is a Berkshire Community College Student. Chairman provided a brief overview on Mr. Chipalo's educational background as well as his achievements. He concluded by recognizing Nathan Gregoire the Student Board member from Fitchburg State University (FSU), and provided an overview of Mr. Gregoire's educational and professional background. He thanked both students for their service to the board.

##### **B. Recognitions**

###### List of Documents Used

*Resolution for President Robert V. Antonucci*

*Resolution for Admiral Richard Gurnon*

*Resolution for President Dana Mohler-Faria*

- **Robert V. Antonucci**

Chairman Gabrieli began this portion of the meeting by recognizing President Robert Antonucci, who served at Fitchburg State University. He then read a resolution commending President Antonucci's tenure and achievements. President Antonucci thanked everyone for the opportunity, and provided special congratulations to Commissioner Freeland, Admiral Gurnon and President Mohler-Faria on their retirement as well.

- Richard Gurnon

Chairman Gabrieli then recognized Massachusetts Maritime Academy President Admiral Richard Gurnon. Chairman read a resolution commending his tenure and achievements. Admiral Gurnon stated that ten years ago the BHE decided to overturn a vote of the local Board of Trustees recommending his removal, which was the first time that they turned down a Board of Trustee's resolution. Admiral Gurnon stated he would have not been able to do all of the good worked highlighted in the resolution if it weren't for this, so a special appreciation for the Board's vote of confidence was in order.

Board Member Tom Hopcroft arrived at the meeting at this time.

- Dana Mohler-Faria

Finally, Chairman Gabrieli also recognized Bridgewater State University President Dana Mohler-Faria. The Chairman read a resolution commending his tenure and achievements. President Mohler-Faria wanted to echo the sentiments of his colleagues, also thanking the BHE not only for the recognition, but for everything the Board has done towards supporting education within the Commonwealth.

### C. Commissioner's Remarks

List of Documents Used:

*June 16, 2015 BHE Power Point*

*June 16, 2015 Data Dashboard*

Chairman Gabrieli turned the meeting over to Commissioner Richard Freeland who thanked Chancellor Motley and UMass Boston for hosting the meeting today. Commissioner Freeland continued by thanking Presidents Robert Antonucci, Richard Gurnon and Dana Mohler-Faria for their service, and stating what a pleasure it has been working side by side with them. Commissioner Freeland recognized and thanked President Ellen Kennedy, Interim President Cindy Brown, Bill Hart and Vincent Pedone for attending.

Commissioner Freeland spoke briefly given that he would be presenting the yearend report towards the end of the meeting. He began by noting that the institutions are in times of celebrations with commencement events taking place. Commissioner Freeland continued by stating that the FY16 budget was in Conference Committee and he briefly reviewed the differences between the FY16 proposals and the FY15 budget. He noted that funds have been requested to address statewide assessment and policy development on campus sexual assault.

Commissioner Freeland then spoke about the study led by the Secretary of Education on determining whether the new PARCC assessment can better predict college readiness. He took a moment to thank all of the Presidents who participated in the study and stated that results are expected to be available in the Fall.

Commissioner Freeland directed the Board's attention to the document titled "Second Edition of the Data Dashboard," and highlighted the data from Northern Essex Community College (NECC). He provided context for the report, stating that it is prepared by the DHE for every campus and is an extension of the Vision Project (VP). He spoke briefly on the importance of the document and its use, not only as a tool to measure progress, but as a

communication tool between campus trustees and campus presidents to create awareness around the Vision Project metrics. Before providing a detailed overview on the segments, the Commissioner noted that the intent of the document is to foster growth not competition. He concluded his presentation by thanking President Lane Glenn for letting them use NECC's dashboard as an example in today's discussion, and to the DHE staff who worked to pull all the dashboards together.

**D. Secretary of Education's Remarks**

None.

**E. Reports from Presidents**

**Community College President's Report – Quinsigamond Community College (QCC) President Gail Carberry**

List of Documents Submitted by President Carberry

None

President Carberry briefly thanked Commissioner Freeland for all of his work and accomplishments over the past seven years, and thanked Board Member Stacey Luster for her efforts as a Board Member for the BHE and QCC. President Carberry also wanted to thank the Board for the opportunity to address them on a regular basis, and noting that next year there will be a new representative for the Community Colleges.

President Carberry spoke briefly about the support from the legislature for the Community College segment. She continued by commenting on the dashboards and the increase of graduates from the Community College system. President Carberry also spoke more in-depth about moving forward on the issues of addressing the needs of gateway cities.

President Carberry concluded by noting the importance of collaborating with secondary and elementary education and by thanking the BHE for selecting a quality leader as the next Commissioner of the Department.

**State University President's Report – Worcester State University (WSU) President Barry Maloney**

List of Documents Submitted by President Maloney

None

President Maloney began by welcoming all of the new BHE members, and also by thanking Commissioner Freeland for his seven years of dedication and service towards public higher education in the Commonwealth. He continued by also recognizing and welcoming the new Commissioner, Carlos Santiago.

President Maloney continued by noting several changes in leadership, specifically referring to the fact the seven out of the nine State University Presidents have announced their retirement or have already left the system within the past two years. He spoke more in-depth about the transformations and accomplishments during these tenures.

President Maloney also spoke about an increase in WSU fees, which he attributed to increases in expenses, such as, collective bargaining and fringe benefits costs. The significant funding collected from increasing fees will help alleviate the burden assumed by the institutions for these costs. President Maloney also referenced a number of initiatives that have been identified either through PACE or campus level initiatives which have driven down costs in purchasing and other contracts. He spoke briefly regarding the State University Funding Formula and the need for it to be revised and reviewed annually. Lastly, he wanted to make everyone aware of the new auditing standards. In the interest of time, President Maloney submitted a letter sent to the Comptroller for the Board's consideration.

**F. Report from Student Advisory Council**

Nathan Gregoire began by congratulating Commissioner Freeland for his tenure and congratulating Dr. Carlos Santiago as the new Commissioner. He also gave a special recognition to the Presidents who are also retiring.

Mr. Gregoire stated that there are no new meetings to report on for the Student Advisory Council since it has concluded for the year. The new leadership group has been selected and is currently working with Senior Deputy Commissioner Clantha McCurdy on plans for FY16. He announced that Owen Wiggins will be next year's new Student Advisory member, adding that he believes Owen is a strong candidate. Mr. Gregoire concluded by providing special thanks to Clantha McCurdy and Nate Mackinnon for all of their support throughout the year.

**V. PUBLIC PARTICIPATION**

None.

**VI. MOTIONS**

List of Documents Used:

*SPC Motions 15-02 to 15-04*

*AAC Motions 15-31 through 15-41*

*FAAP Motions 15-33 and 15-34*

*June 16, 2015 BHE Power Point*

*BHE Motions 15-14 through 15-16*

**A. Strategic Planning**

Chairman Gabrieli turned the meeting over to Commissioner Freeland for an overview of the strategic planning process. Commissioner Freeland provided historical background and context of the work around strategic planning. Commissioner Freeland also explained the development process which evolved from initially working with Presidents, to creating an advisory group, to interacting with five campuses to work on an individualized strategic planning schedule, to where we are presently—with one campus ready to have their strategic plan reviewed by the BHE. Before turning the discussion over to Board Member Fernando Reimers, Chairman of the Strategic Planning Committee, Commissioner Freeland noted that the Board's authority is to make a recommendation to the Secretary and that collaboration with EOE has occurred to ensure approval of the process.

Committee Chair Fernando Reimers continued the discussion summarizing the work of the Committee. He further explained that these documents

deeply impact the institutions, and it was important to have a transparent process. With this, Dr. Reimers made a motion to vote on Springfield Technical Community College's Strategic Plan.

Before voting, Secretary Peyser expressed his admiration for the work accomplished, thanked the Committee and noted that other plans should also be included in the process. Board Member Nancy Hoffman stated it was a clear public document and thanked the institution and the Committee for bringing it forward. Additionally, Board Member Hoffman noted that moving forward with such clarity, honesty and well designed goals should be included in all documents.

The following motion was made, seconded and unanimously approved:

SPC 15-02 Approval of Springfield Technical Community College Strategic Plan

Committee Chair Fernando Reimers then moved to the next items, approval of revised mission statements for Springfield Technical Community College and Massasoit Community College, respectively. After a brief discussion of the Board's statutory authority over mission statements and the purpose behind the proposed revisions, the following motions were made, seconded and unanimously approved:

SPC 15-03 Approval of Springfield Technical Community College Revised Mission Statement

SPC 15-04 Approval of Massasoit Community College Revised Mission Statement

## **B. Academic Affairs**

Chair Gabrieli turned the meeting over to Board Member Hoffman, Chair of the Academic Affairs Committee (AAC), who introduced the next agenda items. Dr. Hoffman provided a brief overview of the AAC meeting that included a presentation regarding "Birth Through Grade 3" initiatives, noting that education really does begin at birth. She stated that there was great interest in ensuring proper training to the early education and care workforce.

Board Member Hoffman noted that the Board will consider three new academic programs, the renewal of three Commonwealth honors program, an amendment to AAC motion 14-12 on developmental math, and an advanced manufacturing report presented by Associate Commissioner David Cedrone, which will result in the creation of a task force charged to address the issues raised in the report.

Board Member Hoffman then turned to the academic program approvals and asked for a motion on AAC 15-34, which would approve AAC Motion 15-31 through AAC Motion 15-33 on a consent agenda. Before voting, Secretary Peyser asked for clarification on Bridgewater State University's proposed Bachelors of Arts in Dance. A representative from the institution clarified the purpose behind the program, and noted that the institution already offers Dance as a minor but that they are seeking to offer it as a major. The President also mentioned branding as a consideration, as the program is currently labeled as a Communications degree and the institution would like to re-label it as a degree which clarifies their expertise.

There being no further discussion Board Member Hoffman called for a vote

on the consent agenda. On a motion duly made and seconded, the following motion was approved unanimously:

- AAC 15-34 Consent Agenda
  - AAC 15-31 Bridgewater State University  
Bachelor of Arts in Dance
  - AAC 15-32 Bunker Hill Community College  
Certificate in Surgical Technology
  - AAC 15-33 Salem State University  
Bachelor of Science in Healthcare Studies

Committee Chair Hoffman turned to the Commonwealth Honors program consolidated motion and asked if there were any questions. Hearing none, the following motion was moved, seconded and unanimously approved:

- AAC 15-39 Commonwealth Honors Program Consent Agenda
  - AAC 15-35 Renewal of Holyoke Community College in the  
Commonwealth Honors Program
  - AAC 15-36 Renewal of Massachusetts College of Liberal Arts in  
the Commonwealth Honors Program
  - AAC 15-37 Renewal of Northern Essex Community College in  
the Commonwealth Honors Program
  - AAC 15-38 Renewal of Springfield Technical Community College  
in the Commonwealth Honors Program

Committee Chair Hoffman next turned to the Developmental Math Amendment motion, AAC 14-12. Chairman Gabrieli stated that in addition to placement, he would like to know more about how students performance in these gateway level math courses. Board Member Hoffman commented that it would be interesting to know the difference for students taking STEM math or a calculations course for nursing.

There being no further discussion, the following motion was brought forth, seconded and unanimously approved:

- AAC 15-40 Extending Campus Work in the Area of Developmental  
Mathematics

Committee Chair Hoffman turned to the Advanced Manufacturing Workforce Plan and thanked Associate Commissioner Cedrone for his presentation and work on this. There being no further discussion, the following motion was brought forth, seconded and unanimously approved:

- AAC 15-41 Advanced Manufacturing Workforce Plan

### **C. Fiscal and Administrative Policy**

Chairman Gabrieli turned to Board Member Stacey Luster, Chair of the Fiscal and Administrative Policy Committee (FAAP) and asked her to introduce the next items. Board Member Luster provided an overview of the last FAAP meeting, which included two motions, a presentation on the Partnership to Advance Collaboration and Efficiencies (PACE) initiative and two discussion items regarding the FY16 Budget and Fiscal Oversight. Chair Luster summarized the PACE discussion, noting that the PACE report reflects over two million dollars of savings in increased efficiencies.

Board Member Luster then asked Deputy Commissioner Sean Nelson to provide the BHE with a brief summary of the Fiscal Oversight discussion.

Deputy Commissioner Nelson provided the Board with an update on work the Department has conducted in reviewing the BHE's statutory responsibility for fiscal oversight. He noted that back in March, Department staff provided the FAAP committee with recommendations for improving the Board's fiscal oversight over the public institutions. Reviewing the BHE's statutory authority for fiscal oversight was identified as a FY2015 goal for the FAAP committee. The committee was asked to make recommendations to the BHE by June.

Deputy Commissioner Nelson also provided the BHE with a summary of the recommendations, which were included in the BHE packet, regarding fiscal and administrative oversight of the state universities and community colleges. He reviewed the summary document which focused on three items: 1) collecting and publishing data on fiscal operations; 2) reviewing institutional budgets; and 3) developing funding formulas. As he reviewed each topic area he summarized the current practice, as well as suggested best practices, and listed recommendations which warranted further review or action. Deputy Commissioner Nelson emphasized that the first important step was a matter of transparency and the best means to accomplish that objective was to publish Board of Trustee approved budgets on the Department's website. He noted that obtaining and reviewing the audited financial reports, including past reports, was already a practice in place. He added that a lot more could be done, but emphasized that the first step is transparency.

Board Member Luster also wanted to thank Commissioner Freeland for highlighting bringing this issue for the Board. Commissioner Freeland quickly provided an overview of the topic, noting that he brought the issue to the Board's attention not out of a desire to meddle with campus operations, but due to past experience with Westfield State University, with the goal of focusing on our statutory responsibilities.

Next, Committee Chair Luster turned the discussion to FAAP motion 15-33 which would approve the criteria and process for evaluating a proposed merger between Salem State University (SSU) and Montserrat College of Art. She clarified that under the proposal SSU would be acquiring the resources of Montserrat, and then Montserrat would cease to exist as a non-profit institution. Board Member Hoffman further clarified that the Board is approving the process for reviewing the proposal, and not the actual merger. The criteria and process were briefly summarized by Committee Chair Luster, with the assistance of Deputy Commissioner Nelson. Board Member Paul Toner inquired if it was just a DHE review of the proposal or if the Department of Administration and Finance (ANF) will also be reviewing the proposed acquisition. Sean Nelson clarified that both ANF and DCAMM will be consulted in the review process.

Secretary Peyser thanked Department staff for their work in outlining the proposed criteria and process for this review. He emphasized that it was about process and not the outcome. He said that he did not know what the outcome of the BHE's review will be on the proposal, but whatever the decision was, it needs to be made within the context of a strategic purpose for the institution and the system as a whole. For example, this involves a

careful analysis of financial costs, and ensuring that the new program, or added new resources and costs, adds measurably to the system. This should involve looking at this proposal within the context of the other institutions across the state and in the region. Board Member Hoffman agreed, and added that this is why early discussions are necessary because this is a huge undertaking that requires deep analysis.

There being no further discussion Committee Chair Luster called for a vote on FAAP 15-33. On a motion duly made and seconded, the following motion was approved unanimously:

FAAP 15-33    Process and Criteria for Acquisition of Montserrat College of Art by  
Salem State University

Committee Chair Luster stated that the next agenda item pertained to the approval of the State University funding formula, and therefore she would be recusing herself from the discussion because she was a candidate for a position at Worcester State University. Committee Chair Luster then turned the meeting over to committee member Board Member Dani Monroe who attended the FAAP meeting and would facilitate the discussion. Student Board Member Gregoire also stated that he accepted a job offer from Fitchburg State University and out of an abundance of caution he would also be recusing himself from participating in this discussion.

Board Member Monroe asked Deputy Commissioner Nelson to present the motion. Deputy Commissioner Nelson gave a PowerPoint presentation documenting the development of the funding formula for the State Universities as required under Massachusetts General Law. After briefly discussing the national context of the utilization of funding formulas for public higher education institutions, Deputy Commissioner Nelson provided a detailed overview of formula development process. He stated that he convened a working group of stakeholders, which included representation from all nine state universities, and the House and Senate Committees on Ways and Means, for a series of several sessions to discuss, debate, and determine the metrics to be used for the formula. Deputy Commissioner Nelson indicated that the working group, in consultation with the National Center for Higher Education Management Systems (NCHEMS), was able to come to general agreement on the metrics to be used for the formula.

The Board briefly discussed the proposal. Questions from Board members included: whether the formula adequately measured low income and underrepresented students to encourage the closing of achievement gaps; whether we were allocating enough for performance or whether \$5.6 million was too modest of an allocation; and whether there should be a more comparable measure of workforce-related programs for Massachusetts College of Art and Design and Massachusetts Maritime Academy.

There was some discussion on whether the motion should be amended to direct the Commissioner to report back to the BHE on the implementation of the funding formula by a certain date. Instead of formally amending the motion, the BHE agreed that the minutes would reflect that the BHE will receive regular reports on the implementation of the funding formula through the FAAP committee. In addition, it was recognized that this iteration was a solid foundation, but that further refinement would be necessary moving forward.

The following motion was brought forth, seconded and approved with two abstentions from Board members Luster and Gregoire:

**D. Board of Higher Education**

List of Documents Used:

*BHE Motions 15-14 through 15-16*

Chairman Gabrieli stated that two motions out of the next three on the agenda are new motions that were not included in the Board mailing last week. Chairman Gabrieli provided members with a moment to review the motions, which included: compensation terms and conditions for Commissioner Carlos Santiago's appointment; the FY16 BHE meeting schedule; and the standard summer authority delegation motion.

The following motion was made, seconded and unanimously approved:

BHE 15-14 Approval of Commissioner's Compensation and Terms of Appointment

Regarding the FY16 meeting schedule, Chair Gabrieli noted that January 22, 2015 is the day that overlaps with the Board of Elementary and Secondary Education (BESE) meeting, with the hope that the BHE will have a joint meeting with BESE on that day.

The following motion was made, seconded and unanimously approved:

BHE 15-15 Board of Higher Education Fiscal Year 2016 Meeting Schedule

The following motion was made, seconded and unanimously approved:

BHE 15-16 Delegation of Summer Authority to the Commissioner

**VII. PRESENTATIONS & DISCUSSION**

List of Documents Used:

*June 16, 2015 BHE Power Point*

**Commissioner's Year-End Report**

Richard M. Freeland, Commissioner, Department of Higher Education

Commissioner Freeland directed everyone's attention to last year's BHE priorities approved in the Fall. The Commissioner noted that the overview of the year is a presentation on the progress made on these priorities. Before continuing with the presentation, the Commissioner reminded Board members and the members of the public that there would be a ceremony following the Board meeting to honor former Chairman, Dr. Charles Desmond, and encouraged all to attend.

Commissioner Freeland provided a lengthy overview of the DHE work; this included an overview in the areas of Student enrollment/degrees, financial aid awarded, a summary of new program approvals by BHE and the DHE staff, Capital Projects, Grants awarded, and public communications. The presentation was continued with an overview of the progress made on developing the priorities for FY15 during the BHE retreat. Before finalizing the presentation Commissioner also provided an overview on the FY 15 Presidential searches conducted within the system, focused campus-specific work with struggling institutions such as Westfield State University and Roxbury Community College, the building naming policy approved by the BHE, legal/regulatory issues which occurred throughout

the year, and lastly the collective bargaining and employee benefits contract negotiations. Additionally, the Commissioner noted the work of the PACE initiative and stressed that we should work on a standard system in place to record savings within the institutions. He also briefly commented on Tuition Remission discussions. Commissioner Freeland finalized the presentation by stating that Massachusetts needs to be a national leader in education-- setting high goals, demanding accountability, encouraging collaboration, and providing support-- and the Vision Project can all be a vehicle for that. He concluded by thanking everyone for their hard work, contributions, support, and for the opportunity to serve as Commissioner. The Commissioner was thanked by the BHE and a standing ovation followed.

#### **VIII. OTHER BUSINESS**

None.

#### **IX. ADJOURNMENT**

There being no further business, Chairman Gabrieli adjourned the meeting at 12:23 p.m.