

## **BOARD OF HIGHER EDUCATION**

December 8, 2015

9:00 a.m.

Framingham State University  
McCarthy Center, Forum Room  
100 State Street  
Framingham, Massachusetts 01702

### **Meeting Minutes**

A meeting of the Board of Higher Education (BHE) was held on Tuesday, December 8, 2015 in the Framingham State University McCarthy Center, 100 State Street, Framingham, Massachusetts.

#### **The following Board Members were present:**

Chris Gabrieli, Chair  
Sheila Harrity, Vice Chair  
Nancy Hoffman  
Tom Hopcroft  
Don Irving  
Robert Johnson  
Dani Monroe  
James Peyser, Secretary  
Fernando Reimers  
Owen Wiggins

#### **The follow Board members were absent:**

Henry Thomas  
Paul Toner

### **I. CALL TO ORDER**

Chairman Gabrieli called the meeting to order at 9:11 a.m.

### **II. WELCOME**

*Dr. F. Javier Cevallos, President, Framingham State University*

President Cevallos welcomed the BHE and members of the public to Framingham State University (FSU). He offered opening remarks and highlighted many FSU initiatives and accomplishments, including new construction on campus which will upgrade the Science and Academic facilities and will include a new state of the art energy saving system. Secondly, President Cevallos spoke about the 25% increase in diversity on campus, which has resulted in an increase in the enrollment of underrepresented students. Additionally, he noted a marked increase in diversity among faculty which better reflects the surrounding community.. In addition, President Cevallos provided an overview of the work conducted through their College Planning Center. Lastly, he spoke of the benefits provided by the \$30k degree commitment and clear transfer pathways for students.

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

Chairman Gabrieli brought forth a motion to accept the minutes of the BHE retreat, which was held on September 30, 2015. The motion was seconded and the

minutes were approved unanimously.

Next, Chairman Gabrieli brought forth a motion to accept the minutes of the BHE's October 27, 2015 meeting. The motion was seconded and the minutes were approved unanimously.

#### **IV. PUBLIC PARTICIPATION**

*Joe Leblanc of the Massachusetts Community College Council (MCCC)*

Chairman Gabrieli noted that there will be public participation upon the arrival of Joe Leblanc later in the meeting, who had requested to address the Board.

#### **V. CHAIRMAN'S REMARKS**

Chairman Chris Gabrieli stated that he did not have any remarks.

#### **VI. COMMISSIONER'S REMARKS**

Commissioner Santiago thanked Chairman Gabrieli and also thanked President Cevallos for hosting the meeting. The Commissioner acknowledged the newly appointed Westfield State University President, Ramon Torrecilha and he provided an overview on the current presidential searches at Massachusetts College of Arts and Design (MassArt) and Massachusetts College of Liberal Arts (MCLA).

He continued his remarks by stating that the Department is moving ahead with the Campus Safety and Violence Prevention initiative. To that end, the Department is forming a Task Force to assess existing policies and practices on campus safety and violence prevention and make recommendations on how to enhance existing efforts to properly identify, prevent, and respond to campus violence, with a special focus on campus sexual violence and emerging technologies. The membership composition is being finalized this week. There will be two major priority focus areas: 1) assessing the status of implementation of the Board of Higher Education's existing policy on active shooter prevention and response; and 2) incorporating new guidance and best practice recommendations on identifying, preventing, reporting and responding to campus sexual violence. In addition, the task force will be asked to pay particular attention to ensuring that any final recommendations encourage cultural sensitivity by, among other things, using inclusive language and assessing response guidelines on hate crimes and incidents of bias against members of protected classes.

Commissioner Santiago added that this is an ambitious project to tackle in six short months. The Department has posted an RFP for consultant services to help the task force in this regard. Responses to the RFP are due in early January, with the expectation that the consultant's work will commence by the end of January. We will be periodically updating the Board.

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Commissioner Santiago also made two announcements. First, he wanted to thank Elizabeth Preston for her leadership at Westfield State University as interim president and thanked her for her service. Secondly, he welcomed Dr. Patricia Marshall, the new Deputy Commissioner of Academic Affairs and Student Success. He provided an overview of her educational and professional background. Additionally, he thanked Winnie Hagan for her leadership in the interim position.

Commissioner Santiago continued by providing an overview and update on his

campus visits. Originally intended as visits to attend Boards of Trustees meetings, they have now become regional visits to meet with various members of the campus as well as members of the community. More specifically, Commissioner Santiago detailed his first regional visit to Salem State University (SSU) where he met with students, local business leaders, the Mayor, School Superintendent, hosted a campus forum and met with the President's Cabinet as well as the Board of Trustees. Commissioner Santiago announced that he looks forward to scheduling these regional visits moving forward with upcoming visits to Bridgewater State University (BSU) and Cape Cod Community College (CCCC) in the following week.

Before concluding the remarks, Commissioner Santiago wanted to take a moment to welcome all Presidents' attending today's meeting as well as the Executive Officers of both the State University and Community College Councils of Presidents.

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

Secretary of Education Jim Peyser stated that he did not have any remarks.

## **VIII. REPORTS FROM PRESIDENTS**

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

*List of Documents Submitted by President Maloney*

*None*

President Maloney thanked Chair Gabrieli, Commissioner Santiago and members of the Board for the opportunity to address the Board on behalf of the State Universities. President Maloney also congratulated and thanked Interim President Elizabeth Preston. He continued his remarks by speaking on collective bargaining agreements. He reaffirmed that, if supplemental funding was provided by the Commonwealth, institutions would credit back to students any fees associated with funding campus contract obligations. Additionally, President Maloney wanted to go on record to say that State Universities are in support of the FY17 budget proposal before the BHE today.

President Maloney continued by acknowledging the attendance of Chairman Gabrieli and Commissioner Santiago at a recent State University Council of Presidents meeting. The discussions were around a \$30k degree as well as support and collaboration to create initiatives that would focus on student success. He thanked them both for their time and invited all members of the board to attend future meetings.

President Maloney wanted to highlight two initiatives: the "It's On Us" campaign and the campus security assessment. He provided an overview on the national campaign and the one-minute "It's On Us" video designed to bring awareness and to take a stand against campus sexual violence. He then welcomed everyone to take the pledge and read more information on the online link at [www.itsonus.org](http://www.itsonus.org). Secondly, he spoke about a PACE initiative to assess their campus security, particularly within IT, through a third party consultant. The assessment would then be submitted for funding through MassIT. President Maloney then concluded by wishing everyone happy holidays and welcoming any questions.

### **Community College Presidents' Report – Cape Cod Community College President John Cox**

*List of Documents Submitted by President Cox*

None

President Cox welcomed everyone and began by noting similarities in his remarks to President Maloney's remarks. President Cox acknowledged that the Community Colleges align with the State University in terms of the FY17 budget proposal before the BHE and support it as presented. He also spoke about the PACE initiative to enhance campus security. President Cox mentioned a recent bomb threat on the Cape Cod Community College campus, and acknowledged that having the proper technology in place could reduce response time, as well as enhance the security and prevention efforts.

President Cox highlighted Northern Essex Community College for its efforts in helping Latino students succeed in college. He noted the campus center does work to help first generation Latino students who have multiple risk factors that impede them in reaching degree completion.

President Cox continued his remarks by providing an overview of Cape Cod Community College's aviation technology program. He stated that the U.S. Department of Labor's Employment and Training Administration has invested in their program, and once approval is received in January by the Federal Aviation Administration (FAA), they will be live and a ribbon cutting ceremony will follow in Spring. President Cox then concluded by wishing everyone happy holidays and welcoming any questions.

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

Owen Wiggins thanked Chairman Gabrieli for the opportunity to address the Board. He also thanked FSU for hosting the meeting. Mr. Wiggins began his remarks by stating that Commissioner Santiago attended the Council's meeting in November. He thanked the DHE for their efforts and work being done to advance public higher education. He highlighted how students continue to be active on campus and encouraged the campuses to continue working with their students who would very much like to be a part of the decision-making process.

## **X. MOTIONS**

List of Documents Used:  
AAC 16-08 through 16-11  
FAAP 16-13 and 16-14  
December 8, 2015 BHE Power Point

### **A. Academic Affairs**

Chair Gabrieli turned the meeting over to Academic Affairs Committee (AAC) Chair Nancy Hoffman. Committee Chair Hoffman summarized the work of the AAC, noting that the Committee received an update from Department staff regarding ongoing work on regulating online learning. She then provided an overview of the motions recommended in the consent agenda for the Board's approval today, noting that all three bring strong contributions to the Commonwealth. Before continuing with the vote, Committee Chair Hoffman wanted to state that Board member Robert Johnson will recuse himself from voting on these motions due to his collaborations as President of Becker College. She then asked a clarifying question regarding the consent agenda, and General Counsel Dena Papanikolaou confirmed that the consent agenda should be voted upon as drafted, and approved as one motion and one consolidated vote.

Committee Chair Hoffman sought approval of AAC 16-11. The motion was

seconded and approved by all board members present, with one abstention from Board member Robert Johnson as follows:

**AAC 16-11 Consent Agenda**

- AAC 16-08 Bristol Community College  
Associate in Applied Science in Hospitality  
Management
- AAC 16-09 University of Massachusetts Amherst  
Doctor of Philosophy in Education
- AAC 16-10 University of Massachusetts Lowell  
Master of Public Administration

Authority: Article III, Section 6, By-Laws

Contact: Winifred M. Hagan, Ed.D., Interim Deputy Commissioner for  
Academic Affairs and Student Success

**B. Fiscal and Administrative Policy**

Chair Gabrieli turned the meeting over to Committee Chair Tom Hopcroft. Committee Chair Hopcroft stated that at last week's Fiscal and Administrative Policy (FAAP) Committee meeting two motions and one discussion item were considered. He continued by providing an overview of the presentation given by President Gentile of North Shore Community College (NSCC) around transportation; specifically she spoke to the FAAP regarding the impact and adverse effects of limited transportation options for NSCC students at the Danvers campus. Mr. Hopcroft noted that the Committee has requested that the Secretary of EOE and the Commissioner work on initiating inter-agency and cross-secretariat discussions to help explore options to alleviate the issue. He also added that the Committee will continue to examine the issue moving forward.

Committee Chair Hopcroft then provided an overview of the first motion that addresses the amendments to the Optional Retirement Program. Specifically, the motion amends provisions related to the definition of "spouse" in accordance with the Defense of Marriage Act, and eliminates age-based restrictions on lump sum distributions to participants

Committee Chair Hopcroft sought approval of FAAP 16-13. The motion was seconded and approved unanimously as follows:

**FAAP 16-13 Adoption of the Massachusetts Optional Retirement Program restatement**

**MOVED:** In accordance with the applicable provisions of Chapter 15A, Section 40, of the Massachusetts General Laws, as amended, the Board of Higher Education herein adopts the restatement of the Optional Retirement Program, represented by the attached plan document, to be effective as of January 1, 2016.

Authority: Massachusetts General Laws Chapter 15A, Section 40

Contact: Sean P. Nelson  
Deputy Commissioner for Administration and Finance

Committee Chair Hopcroft welcomed Deputy Commissioner of Administration and Finance, Sean Nelson, to introduce the next motion, FAAP 16-14, which seeks BHE approval of the Fiscal Year 2017 budget request

Mr. Nelson went through a detailed overview of the FY17 budget recommendation. He began by providing a current fiscal review of FY16, indicating itemized increases, decreases and supplemental funding for campuses. This was followed by an overview of the budget timeline and noting that funding is focused to reflect the “big three” priorities. Mr. Nelson identified key investments in the Performance Incentive Fund (PIF), the Commonwealth Dual Enrollment Program (CDEP) and Financial Aid. Additionally, he highlighted that Massachusetts ranks near the bottom in need-based grants for students and efforts should be made to ensure that the account can cover the average cost of tuition. Mr. Nelson continued the presentation by providing an overview of the DHE administrative accounts, highlighting three initiatives: the State University Internship Incentive fund, the Campus Violence Prevention Initiative and Training Resources and Internship Networks (TRAIN). He then spoke about the workforce development budget recommendations and provided an overview of its current status. He also made reference to the request to increase funds for collective bargaining funding and performance funding models. Lastly, he concluded his presentation by providing a recommendation summary of the FY17 budget proposal and opened the floor to questions.

This was followed by a brief discussion among Board members regarding outcomes and data collected around the performance incentive program. Commissioner Santiago clarified that the DHE is in the process of evaluating this. Commissioner Santiago also acknowledged that annual reports are submitted and updated yearly. This was then followed by a brief discussion around collective bargaining. Deputy Commissioner Nelson elaborated that full funding was received initially, and additional funds are sought to be added to the base appropriation as well as cover for the FY16 shortfall. Mr. Nelson also confirmed that since collective bargaining increases are still required, if the state does not provide funding to cover this, the campuses would have to then allocate the funds themselves.

Secretary Peyser wanted to note that the proposal, if approved today, would then be sent to the Executive Office of Education (EOE) for approval. Due to the process of approval, he announced that he will abstain from voting today. Additionally, he wanted to make the Board aware that a 7.7 percent increase is a high expectation when considering the state budget as a whole. Secretary Peyser wanted to make everyone aware that an increase of that magnitude is unlikely, especially when other Boards, such as the Board of Early Education and Care (EEC), will be proposing a similar budget. He concluded that the budget is a good reflection of the goals and path set forth by the DHE.

There being no further discussion, Committee Chair Hopcroft sought approval of FAAP 16-14. The motion was seconded and approved by all board members present, with one abstention from Secretary Jim Peyser, as follows:

**FAAP 16-14 Approval of the Board of Higher Education Fiscal Year 2017 Budget Request**

**MOVED:** The Board of Higher Education hereby adopts the attached Board of Higher Education budget request for Fiscal Year 2017 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 P. Nelson  
Deputy Commissioner for Administration and Finance

## XI. PRESENTATIONS & DISCUSSION

- Massachusetts' Next Generation Assessment: Higher Education's Continuing Role  
*Susan Lane, Department of Higher Education*  
*Jeff Wulfson, Department of Elementary and Secondary Education*  
*Jen Berg, Math Faculty of Fitchburg State University*  
*Loretta Holloway, English Faculty of Framingham State University*

Chairman Gabrieli turned the meeting over to Commissioner Santiago to introduce the next item on the agenda. Commissioner Santiago provided a brief overview of the presentation, noting EEC's recommendation for assessment on college readiness. He then highlighted that no vote or action was needed of the BHE today and that the goal of the presentation is to explore the recent decision on K-12 assessment and Higher Education's continuing role. Commissioner Santiago then welcomed Dr. Susan Lane, Senior Advisor to the Commissioner for P-16 Access and Alignment, to present.

Dr. Lane began by providing an overview of "MCAS 2.0," which was recently voted by the Board of Elementary and Secondary Education (BESE) as the next-generation computer-based assessment program. She then presented on Higher Education's role in K-12 assessment in terms of faculty participation and college readiness assessment research. Dr. Lane highlighted that the foundation of the work is college & career readiness and she thanked the BHE as well as campuses for the roles each played in these conversations. Dr. Lane then turned the conversation over to Jeff Wulfson.

Mr. Wulfson extended Commissioner Chester's appreciation for the collaborations between BESE and the BHE. Mr. Wulfson stated that PARCC demonstrated that there are newer and better ways to assess the knowledge and skills students should have to be college ready. He noted that the date of delivery of this new assessment would be in the Spring of 2013. Additionally, it will be developed with technical advisory committees representing Massachusetts teachers from K-12, higher education faculty members as well as experts on assessments to advise on content and policies. Before concluding Mr. Wulfson noted how critical and essential a high quality assessment is for the Massachusetts system.

Dr. Lane opened the discussion up for questions before continuing on to the topic of faculty collaborations. This was followed by a brief discussion among the board and presenters regarding coding as a core competency, creating divergent thinkers, and how they would move forward for the class of students who piloted the PARCC assessment.

There being no further discussion Dr. Lane continued the presentation and provided an overview on faculty involvement. She stated that she wanted to give faculty members the opportunity to speak for themselves in regard to the process, and welcomed Jen Berg, a Math faculty member, and Loretta Holloway, an English faculty member, to address the board.

Ms. Berg provided an overview of the work she has done around faculty assessments. Before concluding, Ms. Berg wanted the Board to be aware that when an individual thinks of student education, it is not viewed from the perspective of separate systems; people just focus on students

succeeding in education throughout the pipeline from early education through higher education and therefore, robust involvement from faculties of all levels is essential.

Loretta Holloway provided an overview of the work she has done around faculty assessments. She continued the presentation by stating that parents assume the moment their students cross the graduation stage of high school that they are prepared for college. She concluded by stating the importance of faculty involvement as they are the ones who are in these classrooms with students and working with their parents.

Dr. Lane continued the presentation by describing other collaborations, in addition to faculty involvement. She noted the assessment study and report from EOE and provided an overview of key findings. Additionally, she mentioned the campus assessment faculty liaisons and provided summaries and themes of these conversations between English and Math faculty members. Before opening it up to questions, Dr. Lane identified the next steps for the DHE: continued collaboration with DESE, DHE participating in assessment work and continued work with campuses to examine piloted assessments.

This was followed by a brief conversation around the timeline for when students would be taking the next assessment. Jeff Wulfson clarified that the test would be offered in Spring of 2017, but it is still not clear as to what age group, what grade and if it will be mandatory to take the test.

- **GEAR Up in Massachusetts**

*Robert Dais, Department of Higher Education*

*Clantha McCurdy, Department of Higher Education*

Commissioner Santiago provided an overview of the GEAR Up program and welcomed the Department's Director of GEAR Up, Robert Dais, to speak more about the outcomes of the program. Robert Dais stated that the program supports students at higher risk of failing college or high school around seven different regions: Holyoke, Springfield, Worcester, New Bedford, East Boston, Lowell and Lawrence. Before continuing, Mr. Dais turned the meeting over to Senior Deputy Commissioner for Access and Student Financial Assistance, Clantha McCurdy, to provide introductions.

Dr. McCurdy continued the presentation and introduced members of the group: Colleen Winn, Director of Pre-Collegiate TRIO Program and GEAR Up Massachusetts at Middlesex Community College; two representatives from American Student Assistance, Julie Kimball and Kristie Pierce; and lastly, CEO of the Massachusetts Education & Career Opportunities (MassEdCo), Pamela Boisvert.

Mr. Dais elaborating further on the program and its outcomes. He noted what the acronym GEAR Up stands for, the population that GEAR Up serves, what types of services are provided and summarized the key initiatives that are derived from partnerships such as GEAR Up and Go Higher. Additionally, he stated that recent findings in Worcester demonstrated that students who participated in the program were four times more likely to enroll in college. Mr. Dais elaborated on the initiative called the Massachusetts College Application Celebration. The goal of this initiative is to provide every graduating senior the opportunity to apply to college during the school day. He concluded the presentation by showing a

video that summarized the work and efforts of GEAR Up.

There was a discussion among board members and presenters to provide further clarification on several areas. The discussion touched upon financial literacy for students, understanding long term earning potential based on major, and the real cost of attending certain schools. Board members asked if the outcomes around student success in college were directly correlated to GEAR Up or could be based on other factors, such as other campus support systems provided to the student. Lastly, there was discussion around the standings of the program in comparison to other efforts underway that provide similar services and any collaboration that occurs across these programs.

**XII. OTHER BUSINESS** Don Williams, Communications Director for the Massachusetts Community College Council (MCCC) read a statement on behalf of Joe LeBlanc the President of the MCCC, who was unable to make it to the meeting before it concluded. The remarks were in regard to negotiations for the faculty contract for the Community Colleges.

**XIII. ADJOURNMENT**

There being no further business, Chairman Gabrieli adjourned the meeting at 11:27 a.m.

Respectfully submitted,  
Carlos E. Santiago  
Commissioner of the Department and  
Secretary of the Board