

## BOARD OF HIGHER EDUCATION

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May 3, 2016  
9:00 a.m.

Northern Essex Community College (Lawrence Campus)  
Dr. Ibrahim El-Hefni Allied Health & Technology Center  
Room LC 30, 414 Common Street  
Lawrence, MA

### Meeting Minutes

A meeting of the Board of Higher Education (BHE) was held on Tuesday, May 3, 2016 at Northern Essex Community College, 414 Common Street, Lawrence, Massachusetts.

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

Sheila Harrity, Vice-Chair  
Nancy Hoffman  
Tom Hopcroft  
Don Irving  
Robert Johnson  
J.D. LaRock  
James Peyser, Secretary of Education  
Fernando Reimers  
Henry Thomas  
Paul Toner  
Owen Wiggins, Voting Student Member, UMass Amherst

Carlos E. Santiago, Commissioner and Secretary to the Board

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

Chris Gabrieli, Chair  
Dani Monroe

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

Vice Chair Sheila Harrity called the meeting of the Board of Higher Education (BHE) to order at 9:08 a.m.

### **II. WELCOME**

Vice Chair Harrity welcomed everyone to the meeting and introduced Dr. Lane Glenn, President of Northern Essex Community College to offer a brief welcome.

Dr. Lane Glenn, President of Northern Essex Community College  
*List of Documents Submitted by President Maloney*  
*BHE May 3 Power Point*

President Glenn addressed the Board with a brief presentation on infrastructure projects at Northern Essex Community College (NECC). He began by providing an overview on infrastructure spending for these initiatives. President Glenn continued by highlighting enrollment levels for the campus, and the changes that have occurred over the past two years. He also explained the reasoning and historical development of the Lawrence campus.

President Glenn continued with an overview of several partnerships, which include Regis College, Lyndon State College, YMCA, and others. He provided Board members with an overview of the Lawrence partnership, an economic development group that created a venture loan fund to help small businesses. The partnership, through grant funds, has created 40 new jobs. He concluded his remarks by welcoming everyone to the Lawrence campus of NECC.

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

Vice Chair Harrity brought forth a motion to accept the minutes of the March 8, 2016 BHE meeting. The motion was seconded and the minutes were approved unanimously by all Board members present.

Board Member J.D. LaRock arrived at the meeting at 9:21 a.m.

### **IV. PUBLIC PARTICIPATION**

None

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

Board of Higher Education Vice Chair Sheila Harrity said she would hold off on offering remarks in the interest of time.

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

Commissioner Santiago thanked Vice Chair Harrity and welcomed members of the Board and the public. He then thanked President Glenn for his hospitality and hosting the meeting. He also acknowledged the college presidents in attendance which included President James C. Mabry, Middlesex Community College; President Pam Eddinger, Bunker Hill Community College; and President Barry Maloney, Worcester State University. Additionally, he also recognized Jake Oliveira from the Council of Presidents of the Massachusetts State Universities and William Hart from the Massachusetts Community Colleges Executive Office. Commissioner Santiago also welcomed new DHE staff member, Ashley Wisneski as the Assistant General Counsel. He provided a brief overview of Ms. Wisneski's educational and professional background.

The Commissioner reported on his recent regional visit to NECC. Additionally, Commissioner Santiago recognized the attendance of Interim President Elizabeth Preston from Westfield State University. He provided an overview of her accomplishments and efforts during the interim. He concluded by reading a resolution on behalf of the Board in recognition of Dr. Elizabeth Preston.

The Commissioner reported on numerous developments that transpired since the last Board meeting. One of those developments was the launch of the Commonwealth Commitment, which is an agreement among all three segments that students can attain a high quality and affordable undergraduate degree in Massachusetts if a student attends one of our community colleges and then transfers to any public four-year institution. Commissioner Santiago thanked all of the Presidents for their support in the event, and he concluded his remarks by sharing a media sheet with national reports on the initiative.

The Commissioner reported on the progress of the elimination, or at least minimization, of developmental and remedial mathematics. He provided an overview of the recent conference where all 28 public undergraduate campuses were fully represented, national experts were engaged in conversation with math faculty from across our public system, and campus best practices were highlighted. He said the DHE intends to return with concrete proposals on what works best to move students through developmental math education successfully and quickly.

The Commissioner also wanted to highlight the STEM Starter Academies, which will be presented during today's meeting. He informed the Board that today's presentation will focus on the second year evaluation of an initiative that involves students at all fifteen community colleges. Commissioner Santiago concluded his remarks by stating that the process that will allow the collection of more significant aggregate results in college participation, college completion, and closing achievement gaps is being defined; but it takes the collaboration of all public institutions to produce the kind of dramatic results needed.

## VII. SECRETARY OF EDUCATION'S REMARKS

None.

## 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 everyone for attending and stated that he would provide a brief update on behalf of the Massachusetts State University system. Before beginning his remarks President Maloney wanted to recognize the leadership of the Interim Presidents, Kurt Steinberg and Ken Strickland at the Massachusetts College of Art & Design and Elizabeth Preston from Westfield State University.

President Maloney continued his remarks by thanking the Commissioner, DHE Staff and the Baker Administration for the support and work accomplished around the Commonwealth Commitment. He reported on the event held on April 21<sup>st</sup> where campus leaders, members of the Board and Governor Baker formally announced the agreement at Middlesex Community College.

President Maloney reported on the FY17 budget deliberations. He highlighted the most critical budget priority for the State Universities, which is fully funding their base appropriation request for all campus line items. The President also noted that without FY16 collective bargaining funding included in their campus line items, the shortfall for the campuses in FY17 would be further exacerbated; including a shortfall from FY16 and a need to cover costly fringe benefit expenses. Additionally, he said that the funds being requested are critical for the campuses to ensure that students will avoid fee increases associated with funding mandatory salary increases. He urged the continued collaboration between all of the segments, the DHE and BHE as the debate over the FY17 budget moves to the state Senate.

President Maloney reported on the Non-Unit Professionals (NUPs) leave policy changes. He provided a brief overview on the reasoning for these changes and he also noted that the State Universities support and are collaborating in the process for these changes. The President requested, however, that in moving forward and implementing these changes that they only affect the Presidents for now. He noted that further research should be done on the impact these changes could have on other NUPs members, especially when considering fairness and competitiveness in the job market. He concluded his remarks by stating that the policies do require change, but implementation should be further discussed.

**Community College Presidents' Report – Northern Essex Community College  
President Dr. Lane Glenn**

List of Documents Submitted by President Glenn

None

President Glenn commended everyone for the work accomplished around the Commonwealth Commitment and Commissioner Santiago for his leadership and vision in creating scaled efforts. He continued by commenting on the changes proposed for Non Unit Professionals, stating that he echoed President Maloney's concerns that the BHE should take time to study the potential impact adding that whatever may happen will fall disproportionately on community colleges to bear due to the sheer number of NUPs members. He added that there is a lot to be said on fairness and competitiveness, as we are currently not competitive in attracting and maintaining staff, and we live in an expensive part of the country. President Glenn also recommended that the proposed changes only affect Presidents first as they are rolled out. He stated and that further research needs to occur to understand how the changes would affect all other NUPs members.

President Glenn reported on several workforce and economic developments, as well as committees he Chairs around the community. He continued by highlighting the efforts and accomplishments of other Presidents, noting President Carberry was awarded for her initiatives on economic efforts; President Asquino was awarded for his efforts and accomplishments, as well as other Presidents that received awards for programs that were developed.

President Glenn reported on campus safety and security and the partnerships between community colleges. He stated that public colleges are feeling the pressure to upgrade their technology to ensure the safety and security of the students on campus. President Glenn provided an overview on the assessments being made on campuses in terms of the level of appropriate security technology; he noted that efforts are being made to look for other avenues of funding for these efforts, but expressed urgency in funding this initiative. He added that the community colleges would appreciate any support and advocacy the BHE can do in this important area.

In closing, President Glenn thanked everyone for their continued efforts and for attending today's meeting.

**IX. REPORT FROM STUDENT ADVISORY COUNCIL**

Student Board member Owen Wiggins thanked everyone for attending and also thanked everyone for the work being done with the Commonwealth Commitment. He concluded his remarks by informing the Board that the new student representative was selected for the next year and the recommendation is currently in the Governor's office for approval.

**X. MOTION**

List of Documents Used:

AAC 16-22 through 16-25

FAAP 16-27

May 3, 2016 BHE Power Point

**A. Academic Affairs**

Vice Chair Sheila Harrity turned the meeting over to Commissioner Santiago who would

provide a quick update before turning the meeting over to Committee Chair Nancy Hoffman.

Commissioner Santiago stated that he was asked to speak on behalf of the Chairman who could not attend today's meeting but had wanted to update the board on the strategic planning work in progress. Commissioner Santiago provided an informational update, referencing the strategic planning PowerPoint slides and noting that this work was an extension of work discussed during the BHE's fall retreat. The Commissioner informed the Board that the members of the Executive Committee have been involved with Parthenon and DHE staff to ensure that the work being accomplished aligns with the BHE's mission.

This was followed by a brief discussion among Board members. Board members not on the Executive Committee inquired about how they could participate in the discussion. The general consensus was that all participation was welcomed from all members of the Board. There being no further discussion Vice Chair Harrity turned the meeting over to Committee Chair Nancy Hoffman.

Before turning to the items discussed during the Academic Affairs Committee (AAC) Committee Chair Hoffman asked board members to turn their attention to BHE 16-07, which is a resolution that seeks to forge a greater connection between the program approval process and strategic planning. Committee Chair Hoffman stated that this is an issue that has been bubbling up for a number of years-- that is, how can the Board exercise its stewardship more responsibly to assess the economy of programs? She added that Chair Gabrieli drafted the motion which was in part prompted by the discussion at the last AAC meeting regarding new doctorate programs. Committee Chair Hoffman read BHE Resolution 16-07 into the record as follows:

The Board of Higher Education (BHE) through its strategic planning process and Academic Affairs Committee is undertaking a review of its approach to program approval in general, and approval of programs proposed by public higher education institutions in particular. As part of that, the BHE intends to explore how to ensure, in the context of program approvals, that more strategic considerations about the future and character of public higher education are considered alongside the quality of the individual proposed program.

To that end, the BHE directs the Commissioner of Higher Education to develop, after consultation with the appropriate campus leadership, an approach to BHE program approval which will help the BHE understand the long-term strategic plan and rationale of any proposed program in order to provide context for review of specific program proposals. We direct the Commissioner to present proposed recommendations to the BHE in time for implementation during the 2016-17 academic year.

Committee Chair Hoffman concluded by noting that the intention of bringing the resolution to today's meeting was to encourage further discussion on the topic.

This was followed by a discussion among Board members. Board member Fernando Reimers supported the resolution and noted that the process that is implemented should be aligned with the broader strategic planning process mentioned earlier. Board member Henry Thomas stated that he believed UMass institutions have a different statutory standing than other segments and urged that this difference be recognized when discussing any changes. The discussion also touched upon the framework being broader rather than restrictive, and a suggestion was made for the Board to also meet with the

UMass Board of Trustees. The general consensus among the Board was the importance of aligning the process of program review to a broader strategic planning process.

There being no further discussion, Committee Chair Hoffman asked for a vote on the resolution. On a motion duly made and seconded, Resolution BHE 16-07 passed unanimously by all board members present.

Committee Chair Hoffman continued with a summary of the AAC meeting and motions. Before providing an overview of all three program approvals being considered, she noted that UMass Dartmouth withdrew its proposal for a Ph.D. program, so that is no longer on the agenda. She continued with the overview of the program approvals.

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

**AAC 16-25 Consent Agenda**

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

AAC 16-22 Mount Wachusett Community College  
Associate in Science in

AAC 16-23 Northern Essex Community College  
Associate in Science in Public Health

AAC 16-24 Lyndon State College

Authority: Article III, Section 6, By-Laws

Contact: Winifred M. Hagan, Ed.D., Associate Commissioner for Academic Affairs & Student Success

**B. Fiscal Affairs and Administrative Policy**

Chairman Gabrieli turned the meeting over to FAAP Committee Chair Tom Hopcroft. Board member Hopcroft provided an update of the FAAP Committee meeting last week and then provided an overview of FAAP motion 16-27.

The following motion was brought forth, seconded and approved, with one abstention from Owen Wiggins:

**FAAP 16-27 Approval of List of Tuition Waiver Programs Governed by The Board of Higher Education Which Shall Be Eligible For A Tuition Credit by the University of Massachusetts**

**MOVED:** For reasons set forth in the background document, the Board of Higher Education (BHE) seeks to align the BHE's tuition waiver program with FY2016 legislation which provides the University of Massachusetts (UMass) with the ability to retain tuition (also referred to as "tuition retention"). To that end, the BHE hereby adopts the attached list (Attachment A) and recognizes that all BHE-approved tuition waivers, grants and scholarships that are currently offered in the form of tuition waivers, as set forth in Attachment A, shall be offered by UMass as student tuition credits, effective July 1, 2016.

Authority: Massachusetts General Laws, Chapter 75, Section 1 b; Chapter 146 of the Acts of 2015, Section 175

Contact: Dr. Clantha McCurdy, Senior Deputy Commissioner, Access and Student Financial Assistance  
Sean P. Nelson, Deputy Commissioner for Administration and Finance

Tom Hopcroft continued by reporting that the FAAP committee received a presentation on the recommended changes to the NUPs leave policies. He noted that these changes will be voted on during the June meeting. A recommendation was made by Board member LaRock that alternative options be presented in addition to the final recommendations so that there is an understanding of all the possible changes that were discussed.

There being no further discussion Tom Hopcroft continued by reporting on another presentation given during the FAAP committee on Campus Safety and Violence Prevention (CSVV). He provided an overview of the work, which is being done through a Task Force structure and with the assistance of a consultant, TSG Solutions, Inc. He added that Board members Dani Monroe and Fernando Reimers are the BHE members co-chairing the Task Force work. Before turning the meeting back to Vice Chair Harrity, he noted that the final recommendations will be voted on at the June meeting.

## **XI. PRESENTATIONS**

### **STEM Starter Academy – Briefing and Year 2 Report**

#### List of Documents Used:

*March 8, 2016 Power Point*

Commissioner Santiago provided a brief overview of the Stem Starter academy, which is now in its third year. He then introduced David Cedrone, DHE's Associate Commissioner for Economic and Workforce Development, to begin the presentation.

Associate Commissioner Cedrone recognized President James Mabry who was also presenting. He began by providing some context on his educational and professional background. Mr. Cedrone then outlined the presentation, which included an introduction to the program, an overview of early trend data, and lastly testimony from representatives of three community colleges and personal accounts from students. He then turned the presentation over to President Mabry for an overview of activities at the community college level.

President Mabry began by recognizing Audrey Frater, Pathways Center Director at Middlesex Community College. The President noted that Ms. Frater was the only staff member in the center before it expanded. He said that with the support from staff, the goals for the STEM Starter Academy are to recruit and graduate more students from STEM programs. President Mabry then turned the presentation over to DHE staff member Allison Scheff-Little, Executive Director for STEM.

Allison Scheff provided a brief introduction of herself and recent work on STEM Starter Academy. Ms. Scheff noted that the presentation will continue with brief remarks from all the campus representatives, both staff and students, from three Community Colleges. She began by introducing all three STEM Starter Academy staff members from each campus: Dr. Felicia Griffin-Fennell, STEM Starter Academy Director at Springfield Technical Community College (STCC); Christine Davis, Recruiter at Mount Wachusett Community College (MWCC); and Joyce Wang, Project Coordinator at Middlesex Community College (MCC). Ms. Scheff turned the meeting over to Dr. Griffin-Fennell.

Dr. Felicia Griffin-Fennell introduced herself and her role as the STEM Starter Academy Director at STCC. She continued by sharing an overview of her student's in the program, and

shared specific anecdotal stories on their behalf. Dr. Griffin reported on the activities and events the students attend during the summer program and how these experiences foster connections for these students within the STEM fields. Additionally, she noted that the students attend the summer portion at no cost at all, while receiving a stipend at the end. Dr. Griffin thanked the Board for their time and turned the meeting over to Christine Davis.

Christine Davis introduced herself and her role as Recruiter at MWCC. She provided an overview of the program on their campus, highlighting their goals in alleviating developmental math and creating a summer bridge program. Ms. Davis continued with activities and programs offered to students, such as two free college courses, fieldtrips, developing 21<sup>st</sup> century skills, and more. She then introduced MWCC student, Joe LeBlanc.

Joe LeBlanc provided a brief overview of his educational background, saying he graduated from Montachusett Regional Vocational Technical School, enrolled in dual enrollment courses at Mount Wachusett Community College, and he then applied for STEM Starter Academy. When accepted, he said he was able to start his higher education with seven college credits before his first semester. Mr. Leblanc thanked everyone for the work and support for the students of the Commonwealth of Massachusetts.

Next, Joyce Wang introduced herself and her role as Project Coordinator at MCC. In the interest of time, Ms. Wang turned the meeting over to Eddie Novinyo, student at MCC. Eddie Novinyo gave a detailed explanation of his passionate experiences through the STEM Starter Academy at MCC. He highlighted how it was a great place to study with his peers, and create long-lasting friendships. In addition, he reported on several aspects of the program he really enjoyed, such as academic coaching, peer counseling, and peer mentors.

Associate Commissioner Cedrone opened the meeting for questions or comments from members of the Board. Board member Hoffman thanked everyone for taking the time to come and share their stories; she added that it is always a pleasure to see the results directly from students instead of just by analyzing data.

Secretary Peyser echoed the sentiments shared by Board member Hoffman. The Secretary also inquired about using the program model and extending it to other grade levels in high school, such as entering seniors or even freshmen. Dr. Griffin noted that STCC is expanding their program, now including junior high school students as well as staying connected with the students who enroll in college. Additionally, Associate Commissioner Cedrone stated that the focus initially was just on students entering college for their first year, but moving forward, a portion of the SSA funds will be designated for further experimentation.

Board member LaRock inquired about the approaches taken towards developmental math and what has been learned that can be applied more broadly to other campuses. Presenter Christine Davis said that collaboration between all the faculty in both Secondary and Early Education is the foundation. For example, she noted that the head of the math department at MWCC has meetings with math teachers from the high schools to create an understanding of the skills needed in higher education.

There being no further discussion, Vice Chair Harrity thanked the group for their comments and encouraged the Department and the presenters to explore different approaches to help scale up efforts such as this.

## **XI. OTHER BUSINESS**

None

## **XII. ADJOURNMENT**

There being no further business, Vice-Chair Harrity adjourned the meeting at 11:23 a.m.

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