

**Massachusetts Board of Higher Education
Academic Affairs Committee Meeting Minutes
January 17, 2017**

The January 17, 2017 meeting of the Academic Affairs Committee was held on the 21st floor, Conference Room 3, One Ashburton Place, Boston, Massachusetts.

Committee Members Present: Committee Chair Nancy Hoffman; Board Chair Chris Gabrieli; Sheila Harrity; Robert Johnson; Fernando Reimers; Henry Thomas; EOE Designee Tom Moreau; Student Board Member Jasson Alvarado Gomez.

Committee Members Absent: None

Department Staff Present: Commissioner Carlos Santiago; Deputy Commissioner for Academic Affairs and Student Success Patricia Marshall; Robert Awkward; Kate Flanagan; Winifred Hagan; Clantha McCurdy; Constantia Papanikolaou; Elena Quiroz-Livanis; Angela Williams; Christine Williams; Franny Wood; Keith Connors.

I. CALL TO ORDER

Committee Chair Hoffman called the meeting to order at 10:08 a.m.

II. ACCEPTANCE OF MINUTES

On a motion duly made and seconded, the minutes of the November 29, 2016 meeting of the Academic Affairs Committee was approved with one abstention, Tom Moreau abstained because he was not in attendance for that meeting.

III. COMMITTEE CHAIR'S REMARKS

Chair Hoffman welcomed those in attendance and asked those at the table to introduce themselves for the audience and quickly moved forward with the agenda. Chair Hoffman then informed the committee that after the program approval portion of the meeting, the agenda would focus on reviewing the program approval process, as well as on the joint board meeting and the preparation around that meeting. She also let everyone know that the meeting would need to end promptly at 11:30 to allow for another BHE committee meeting on a presidential appointment. She then turned the meeting over to Deputy Commissioner Marshall for her remarks.

IV. DEPUTY COMMISSIONER FOR ACADEMIC AFFAIRS REMARKS

Deputy Commissioner Patricia Marshall spoke about the work completed in creating a unified system of transfer with the new MassTransfer website featuring 1) MassTransfer A2B Pathways, 2) the Commonwealth Commitment and 3) the course equivalency database with over 10,000 courses. Dr. Marshall highlighted the recent Board approval of the statewide reverse transfer policy which allows students who leave our community colleges before completing their degrees, to transfer credits earned at the four-year institution towards their associate degrees. She spoke about plans for convening a committee to explore building an

alternative to the general education foundation where students in STEM disciplines could take more courses in their major before transferring. She also mentioned that the conference planned for Civic Learning and Engagement to be held at the Edward M Kennedy Institute now has a tentative date set for May 22nd. Finally, Dr. Marshall referenced the Early Childhood Educator Scholarship Program and stated that later this afternoon the FAAP committee would be voting on proposed changes that the Commissioners of EEC and DHE have recommended for the Early Childhood Educator Scholarship Program. The changes are expected to address inefficiencies and to increase the number of certificate and degree completers.

V. MOTIONS

List of documents used:

AAC Meeting PowerPoint, January 17, 2017

AAC Motions 17-10 through 17-12 new program motions and new institution approval

A. AAC 17-10 Massachusetts College of Art and Design Master of Education in Art Education

Associate Commissioner of Academic Affairs and Student Success, Winnie Hagan presented the program. The program (M.Ed.) is intended to prepare students to participate in the creative economy as art educators and to engage in the well being of their society. Dr. Hagan added that the external review team found the program to be well-organized, practical, rigorous and innovative. The team indicated that students will be enabled to extend their studio work, develop skills for reflective practice, engage with contemporary issues in pedagogy, aesthetics and art education, and conduct original research on their practice. The reviewers underscored that by its attention to reflective practice, critical consumption of research and the production of original research, the M.Ed. offers students a significant extension on undergraduate art education programs and supports practitioners to take on leadership roles in their schools, region and field. The faculty in the program was found to be outstanding in their expertise and showing extensive professional experience in a wide variety of art education contexts--public, private and informal art education settings—thus aligning well with a broad range of potential students. The Staff recommended program approval.

Board member Fernando Reimers stated that K-12 students need more art education and expressed concern about student learning environments that are sometimes unsupportive or even hostile. Dr. Reimers asked the MassArt representatives (including Dr. Ken Strickland, Provost; Dan Serig, Associate VP for Academic Affairs, Paul Paturzo, Interim Dean of Graduate Programs and Laura Reeder, Chair of Art Education) how Mass Art is preparing their graduate students to be leaders. MassArt representatives responded by highlighting the skill building that occurs in the two summer bridge experiences for new freshman and the fall and winter semesters in which students focus on advocacy projects. Representatives from MassArt also stated that leadership and advocacy skills are embedded in these experiences and in the program coursework.

Board member Nancy Hoffman asked what distinguished the MassArt program presented today from the one presented and approved in November. MassArt Chair of Art Education, Laura Reeder, responded that this program is focused on the practitioner, those who have already been in the field, and are now seeking to pass on their experience as teachers by securing their professional teaching license. Currently the Art Education Department has no graduate program for students entering with initial licenses. National marketing of this degree will identify

it as a low-residency program. Dr. Hoffman then asked what qualifications the school would be seeking from student candidates for the two-year program. Representatives from MassArt said they will be looking for candidates who have a burning desire to do research on topics emerging from their real work experience.

Chairman Gabrieli congratulated the MassArt team for addressing the full range of skills in the program with passion and compassion and for the innovative use of a low-residency program.

On a motion duly made and seconded, the following motion was approved unanimously:

**AAC 17-10 APPLICATION OF THE MASSACHUSETTS COLLEGE OF ART AND DESIGN
TO AWARD THE MASTER OF EDUCATION IN ART EDUCATION**

MOVED: The Board of Higher Education hereby approves the application of the **Massachusetts College of Art and Design** to award the **Master of Education in Art Education**.

The motion passed unanimously.

Upon graduating the first class for this program, Massachusetts College of Art and Design shall submit to the Board a status report addressing its success in reaching program goals as stated in the application in the areas of enrollment, curriculum, faculty resources, and program effectiveness.

Authority: Massachusetts General Laws Chapter 15A, §9(b).

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

The following motion was brought forward and seconded:

**B. AAC 17-11 University of Massachusetts Boston
Master of Science in Business Analytics**

Associate Commissioner Hagan presented the program stating that it is intended to educate and train the next generation of analytical experts to serve in businesses such as technology, healthcare, financial services, environmental sustainability, and pharmaceutical industries. She added that the program is designed to develop students' expertise in business analytics and data science, and help students learn quantitative methods and applications and focus on effective formulation techniques, mathematical and algorithmic concepts, and technology solutions. The external review included a site visit where UMB shared data validating the increasing demand for data-literate managerial talent citing the recent report by McKinsey & Co. The reviewers expressed particular gratification that the proposed program will serve the needs of the local population around the city of Boston and provide an affordable high quality education to under-represented and under-served students.

Board member Fernando Reimers asked to what extent the curriculum provides students internship possibilities. Peng Xu, Department Chair of Management Science and Information Systems, replied that representatives from industry come and speak with students about career possibilities. UMB also organizes career fairs to help students find jobs and the curriculum

offers courses where students work on real projects. These courses provide students with hands on experience allowing them to gain real industry skills. UMB is also forming an advisory board whose mission will be to create a strong and consistent internship program.

Nancy Hoffman was impressed that the measureable objectives are actually measureable. She commended UMB on their research on other similar programs and she looked forward to seeing their results in about a year.

EOE representative Tom Moreau questioned the accuracy of the budget as it relates to tuition retention. He did not believe the tuition and fee breakout reflected the recent change in the law regarding tuition retention. UMB representatives stated that they would look into the matter and work with DHE staff if any of the documents needed to be revised and updated.

On a motion duly made and seconded, the following motion passed unanimously:

AAC 17-11 APPLICATION OF THE UNIVERSITY OF MASSACHUSETTS BOSTON FOR A MASTER OF SCIENCE IN BUSINESS ANALYTICS

MOVED: The Board of Higher Education hereby approves the application of the **University of Massachusetts Boston** to award the **Master of Science in Business Analytics**.

Upon graduating the first class for this program, Massachusetts College of Art and Design shall submit to the Board a status report addressing its success in reaching program goals as stated in the application in the areas of enrollment, curriculum, faculty resources, and program effectiveness.

Authority: Massachusetts General Laws Chapter 15A, §9(b).

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

C. AAC 17-12 Approval of Academic Affairs Committee Motions AAC 17-10 and 17-11 on a Consent Agenda

The following motion was brought forth, seconded and unanimously approved:

AAC 17-06 CONSENT AGENDA

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

AAC 17-10 Massachusetts College of Art and Design
Master of Education in Art Education
AAC 17-11 University of Massachusetts Boston
Master of Science in Business Analytics

Authority: Article III, Section 6, By-Laws

Contract: Winnie M. Hagan, Ed. D., Associate Commissioner of Academic Affairs & Student Success.

VI. DISCUSSION

A. Program Approval for Public Institutions

Chaif Hoffman turned the meeting over to Deputy Commissioner Marshall who gave a presentation on the proposed changes to the program approval process. She provided a brief overview of the resolution passed in May of 2016 that called for more strategic consideration about the future and character of public higher education in the program approval process. She presented a revised, proposed program approval process that would: 1) provide better alignment between new programs and system-level goals; 2) allow the Board to spend more time looking at high-level policy issues and system wide goals; and 3) send a clear signal to campuses earlier in the process as to whether they should move forward with a new program.

Deputy Commissioner Marshall outlined the differences between the current program approval process and a recommended new process that would 1) expand the circulation of the letter of intent to include Board members; 2) have Board approval occur earlier in the process at the letter of intent stage; and 3) allow the Commissioner to take final action on program approvals based on staff recommendations. The BHE review would include alignment with strategic planning and system wide goals (e.g., program duplication, opportunity costs, collaborations to improve efficiency, financial health of the institution, etc.) and the DHE staff review would focus on academic quality and consumer protection.

Board member Reimers asked how the state will ensure economic viability and efficiency and whether we are incentivizing innovation in a manner that is most efficient. Chair Gabrieli agreed with Board member Reimers' concerns and pointed out the importance of "alignment with system goals" like the Commonwealth Commitment and Early College Programming.

Board member Johnson expressed concern regarding programs that are no longer generating revenue. He asked if this issue could be addressed by requiring a report on program validity, particularly the program's ability to generate revenue beyond initial projections. Chair Hoffman pointed out that we do not have sufficient staff to perform this type of review after the required 1st year report. She suggested that a potential solution could be to ask programs for a simple, one-page data report. Board member Johnson suggested the use of a database to track whether certain benchmarks are met. Chair Gabrieli echoed these concerns and suggested on-line data reports as a way to track program performance.

Board member Thomas highlighted the importance of institutional goals being explicitly stated. Board member Reimers stated that he hopes that the suggested changes will cause a change in the mindset of the leadership at our campuses, and he said that he would like to see language on innovation that ensures that we are serving our most underserved students.

EOE designee Moreau agreed with the Chairman regarding the items to be included in the document. He added that market analysis should occur during the review process for BHE consideration and not after.

In discussing next steps, General Counsel Papanikolaou stated that the DHE will draft a revised policy and procedure for the committee's review. Deputy Commissioner Marshall suggested the merger of two existing documents: "Procedures for New Academic Program Proposals and Program Changes Public Institutions of Higher Education" (EA-92-13); and "Expedited Procedure for New Program Consideration in the Public Sector" (ACA 00-09).

B. Early College Design Discussion

Chair Hoffman stated that dual enrollment and early college have been of special interest to both our Board and the Board of Elementary and Secondary Education. She reminded committee members that Chair Gabrieli sent a report prepared by Parthenon and that the findings of said report would be a topic of discussion at the joint BHE and BESE meeting next week. Chair Hoffman asked Deputy Commissioner Marshall to give a brief update on the work to date on early college, dual enrollment and related programming, in preparation for next week's board meeting.

Deputy Commissioner Marshall stated that this is a very exciting moment for Massachusetts and that there is a lot of energy and activity around early college under the Baker Administration. After discussing the many benefits of early college to both students and institutions of higher education, she recognized the important work that Parthenon has done and stated that the development of an early college designation will be a game changer in the Commonwealth. She highlighted how the members of the working group came together around the core design principles outlined in the report.

Deputy Commissioner Marshall also gave an overview of the work of the Dual and Concurrent Enrollment Advisory Group (DCEAG), a group of practitioners and experts from the field formed by Commissioners Chester and Santiago. She stated that there was significant overlap in membership between the Parthenon working group and the DCEAG (e.g., David Cedrone, Karen Hynick, Phil Sisson, and herself). In addition to the aforementioned members, the group included practitioners from across the state and representatives from collective bargaining. The work of the group began in February of 2016 and concluded in October of 2016 and there were four subcommittees: access, communication and advocacy transfer and quality, and funding. Deputy Commissioner Marshall concluded her remarks with a preview of the high-level recommendations forthcoming from the DCEAG.

Board member Harrity stated that teacher union members should be included in these conversations. Deputy Commissioner Marshall stated that there was union representation on the DCEAG. Chair Hoffman highlighted the importance of the credentialing of teachers.

EOE designee Moreau sought clarification on dual enrollment by asking if it is usually the case that high school students earn college credits with courses they take on college campuses. He stated that it would be helpful for the committee to create a document that shows how all these initiatives (CDEP, articulation agreements, etc.) help advance the administration's goals – and how the initiatives align and interact with each other. Dr. Reimer agreed and suggested the creation of a table defining each program and how it advances policies. Chair Hoffman stated that this type of grid would help the Commonwealth better realize economic realities and concerns.

Board member Harrity inquired regarding the timeline and budget for these projects, and whether any new funding would be available to support the initiative. General Counsel Papanikolaou stated that this could be a focus of the next Board meeting and that additional information could be provided at that time. Chair Hoffman suggested that perhaps some STEM Starter Academy funding could be used to support the initiative.

VIII. ADJOURNMENT

The meeting was adjourned by Char Hoffman at 11:30 am.