

BOARD OF HIGHER EDUCATION

October 11, 2016

10:00 a.m.

North Shore Community College
Frederick E. Berry Building, Café, 1st floor
One Ferncroft Road
Danvers, MA

Meeting Minutes

A meeting of the Board of Higher Education (BHE) was held on Tuesday, October 11, 2016 in the Frederick E. Berry Building of North Shore Community College at One Ferncroft Road, Danvers, Massachusetts.

The following Board Members were present:

Chris Gabrieli, Chairman

Nancy Hoffman

Tom Hopcroft

J.D. LaRock

Paul Mattera

James Peyser, Secretary of Education

Fernando Reimers

Henry Thomas

Paul Toner

Jasson Alvarado-Gomez, Student Member, Mount Wachusett Community College

Carlos E. Santiago, Commissioner and Secretary to the Board

The follow Board members were absent:

Sheila Harrity, Vice-Chair

Robert Johnson

Dani Monroe

I. CALL TO ORDER

Chairman Chris Gabrieli called the meeting of the Board of Higher Education (BHE) to order at 10:06 a.m.

II. WELCOME

Patricia A. Gentile, President, North Shore Community College

List of Documents Submitted by President Gentile

NSCC Fact Sheet

President Gentile welcomed and thanked everyone on the Board for the opportunity to host and speak today. She then directed the Board's attention to a fact sheet on North Shore Community College (NSCC), highlighting some of the college's recent accomplishments. She began her remarks by recognizing recent achievements for NSCC, including an innovative partnership with Uber which was recently featured on NPR, and the college's distinction of

being named to the 2014 President's Higher Education Community Service Honor Roll, as well as their commitment to civic engagement and early college programs. President Gentile then invited three campus representatives to share their experiences at NSCC.

Speaking first, Ms. Cecelia Gray, is a first year student participating in the Commonwealth Commitment program in the Psychology pathway. Ms Gray ultimately wishes to transfer to Salem State University.

Second, Mr. Mark Morin spoke. Mr. Morin is a graduate of Essex Technical High School and participated in the early college program at NSCC. A business student, he proudly started his own landscaping business and expressed his gratitude for his experience at NSCC.

Finally, Mr. Kevin James, an 1988 alum of NSCC spoke, detailing his education background, which includes NSCC, UMASS Boston and eventually Suffolk Law School. He remarked that his experience at NSCC has been instrumental in his career path.

President Gentile invited anyone to stay after the meeting for a tour of the campus, and again expressed the campus' enthusiasm for the opportunity to host the Board.

Chair Gabrieli thanked President Gentile for hosting the BHE and expressed his gratitude for hearing the stories of the student and alum speakers today. He additionally thanked her for providing the college information sheet, which included campus data and its alignment with Vision Project goals.

III. ACCEPTANCE OF MINUTES

Chairman Gabrieli brought forth a motion to accept the minutes of the June 7, 2016 Special BHE meeting. The motion was seconded and the minutes were approved unanimously by all Board members present.

Chairman Gabrieli brought forth a motion to accept the minutes of the June 14, 2016 BHE meeting. The motion was seconded and the minutes were approved unanimously by all Board members present.

IV. PUBLIC PARTICIPATION

None

V. CHAIRMAN'S REMARKS

Chairman Gabrieli began by recognizing new student Board member Jasson Alvarado Gomez, and invited him to provide a brief introduction.

Mr. Gomez thanked the Chairman for the opportunity to address the Board, and provided a brief introduction of his educational background, noting that he is a Media, Arts, and Technology student at Mt. Wachusett Community College. He concluded his remarks by thanking everyone for the opportunity to be on the Board.

Chairman Gabrieli continued by recognizing new Board member Paul Mattera. He then invited Board member Mattera to provide a brief introduction.

Mr. Mattera thanked the Chairman for the opportunity to address the Board. He mentioned that he recently retired as Chief Public Affairs Officer at Liberty Mutual Insurance Company. He additionally practiced municipal law in Watertown, spent several years teaching at Revere

High School, and serves as Chairman of the Board at Salem State University. He concluded by thanking the Board for the opportunity to be the State University segmental representative on the BHE.

VI. COMMISSIONER'S REMARKS

Commissioner Santiago began by thanking President Gentile and all of the NSCC staff for hosting the meeting. Before beginning his remarks the Commissioner acknowledged and welcomed the Presidents in attendance: President Cevallos, President Cox, President Gentile, President Kennedy, President Meservey, and President Sbrega. He also recognized the attendance of Vincent Pedone, Executive Officer for the State Universities and Bill Hart, Executive Office for the Community Colleges. Lastly, he acknowledged and welcomed former President of NSCC, Wayne Burton, who was also in attendance.

The Commissioner took a moment to thank the NSCC campus representatives for their presentations. He also welcomed the two new Board members, Paul Mattera and Jasson Alvarado-Gomez. The Commissioner then provided an update on his summer delegation of authority, which consisted of approving campus wide strategic plans. He noted that today, the Board would vote to approve the final campus plan for Bristol Community College and in the December meeting, it is expected that the BHE will adopt new guidelines for strategic planning. The Commissioner then provided an overview of the overarching strategic goals of the BHE, which consisted of five major goals and seven strategic initiatives for the coming year.

Commissioner Santiago continued by providing highlights of special activities since the last BHE meeting in June. He began by providing an update on the Department's Campus Safety and Violence Prevention work, led by General Counsel Dena Papanikolaou with Board co-chairs Fernando Reimers and Dani Monroe. He recounted the success of the September 28th statewide conference, which was an inter-agency effort planned and offered by the Department in collaboration with the Attorney General's Office and the Executive Office of Public Safety. Attendance met and exceeded our expectations with over 350 attendees consisting of senior leadership from across the system including campus Presidents, campus police chiefs, Title IX coordinators and dignitaries from state and federal government. By all accounts, the conference was a success and he thanked DHE staff for planning and offering such an important event.

The Commissioner also provided an overview of the Co-requisite at Scale Conference, which brought together the community colleges and state universities to continue to address the issue of remediation in both Math and English. He indicated that the conference was hosted in partnership between the DHE, Complete College America and the Guided Pathways to Success in STEM TAACCCT Round IV Statewide Office, which brought together over 200 campus representatives. He mentioned that the initiative would provide an opportunity to focus remediation efforts around both English and Math, and also facilitate conversations with the campuses about bringing promising practice to scale.

The Commissioner continued providing updates by highlighting the recent biggest sponsored Go Higher event in Massachusetts history, bringing together every senior from every public high school in Springfield. He acknowledged the Governor's attendance at the two-day event and noted that the successful event demonstrated the need to reach students earlier in the pipeline. The Commissioner then provided a brief update on the closure of ITT Tech, mentioning the DHE's collaboration with the Attorney General's Office, the U.S. Department of Education and the state's public and private institutions to accommodate students that have been adversely affected. He also reported that many students and veterans have been able to

discharge their loans, or transfer their credits.

The Commissioner concluded his remarks by announcing the upcoming inaugurations of three new Presidents: Dr. David Podell, at Mass Bay Community College, Dr. Richard Lapidus, at Fitchburg State University and Dr. Ramon Torrecilha at Westfield State University.

VII. SECRETARY OF EDUCATION'S REMARKS

Secretary of Education Jim Peyser shared brief remarks noting that the BHE retreat helped clarify the areas of greatest focus moving forward. He stated that those priorities would help create the policies that need to be in place and to continue working with the campuses as the process moves from planning into action.

VIII. REPORTS FROM PRESIDENTS

Community College Presidents' Report – Cape Cod Community College President John L. Cox

List of Documents Submitted by President Cox

None

President Cox brought greetings from the Community College segment and thanked the Secretary, Chairman, Commissioner, and members of the Board for the opportunity to address the Board as the segmental representative. Before commencing his remarks, he welcomed the new MassBay Community College President, Dr. David Podell.

President Cox began his remarks by expressing his appreciation for the efforts made to expand access to the Commonwealth's front door to college access: our community college system. His remarks included four highlights. First, the community colleges are excited and hopeful for the final resolution of all sixteen pathways for the Commonwealth Commitment program. Second, they are very appreciative of the work and approval of the supplemental for the FY16 budget, as it keeps student fees low. Going forward, it is crucial for support of collective bargaining agreements to keep student fees low. Third, retirement funds continue to be a major fiscal impact, and the colleges are working collaboratively with the Comptroller and DHE staff as FY16 fiscal balances are rolling out throughout the Commonwealth. Finally, colleges are challenged by recent enrollment declines and continue to push efforts to improve enrollment and retention.

President Cox also discussed some highlights at individual campuses. CCCC has recently gone live with their Aviation Maintenance Technology program, and their first cohort is currently full. He additionally referenced the Uber collaboration with North Shore. Several institutions have adopted winter, summer and/or intersessions to expand access to different student populations. Further, they continue to push the concept of enrolling in 30 credits per year for timely degree completion. He commented that the campuses have had unintended consequences as summer enrollments increase, in that they now need more air conditioned space on campuses, and suggested that Congress should expand year round Pell to assist summer enrollment. He concluded his remarks by mentioning the impending retirements coming this year of Quinsigamond Community College President Gail Carberry, Bristol Community College President Jack Sbrega, and Mt Wachusett Community College President Dan Asquino, and the collective loss of all their experience in public higher education.

State University Presidents' Report – Framingham State University President Javier Cevallos

List of Documents Submitted by President Cevallos

None

President Cevallos brought greetings from the State University segment and thanked the Secretary, Commissioner and members of the Board for the opportunity to address the Board and bring the report from the segment. Before commencing his remarks, President Cevallos acknowledged and thanked President Maloney who served as the segmental leader last year. In addition, he also recognized and thanked Paul Mattera the new State University segmental leader on the Board. President Cevallos also thanked former Board member Donald Irving who served on the Board prior to Mr. Mattera.

President Cevallos began his remarks by highlighting the new Presidents that would be inaugurated this week: Dr. Richard Lapidus and Dr. Ramon Torrecilha. He invited all Board members to attend. He discussed highlights from the Council of President retreat in Ashland, where they discussed the priorities for the upcoming year, and thanked Commissioner Santiago for speaking this year. In addition, he thanked everyone who was able to attend and present to the council, including previous Commissioner, Dr. Richard Freeland.

President Cevallos remarked that the State Universities are proud that 90 percent of State University graduates come from the Commonwealth, and their work supports the highly educated and productive Massachusetts labor force. He noted that while there is great work being done to save money on our campuses, funding continues to be a concern and is greatly needed to keep student fees low, fund collective bargaining agreements, and support campus facilities and innovation on campus. He thanked Commissioner Santiago for the launch of the MassTransfer website and remarked how it is user friendly and a helpful tool for students, as well as the Commonwealth Commitment program. The State Universities are committed to working with the DHE to make the Commonwealth Commitment program a success.

He continued his remarks by stating that now that they have six new members, the State Universities Council of Presidents are working to develop a new strategic plan to shape priorities for years to come, hopefully available by the beginning of calendar year. President Cevallos noted that they will keep the BHE and Commissioner Santiago up to date on the plan progress. He mentioned potential 9C reductions are concerning, and how crucial it is to honor funding obligations for collective bargaining agreements and deferred maintenance, especially in light of increases in fringe benefit costs. He concluded his remarks by stating that the State University presidents look forward to working with the BHE for this upcoming year.

IX. REPORT FROM STUDENT ADVISORY COUNCIL

Student Board member Jasson-Alvarado Gomez announced that the group is scheduled to meet for the first time in the coming weeks. He will bring remarks at the next BHE meeting in December.

X. MOTION

List of Documents Used:

AAC 17-01 through 17-03

FAAP 17-01 through 17-09

SPC 17-01

October 11, 2016 BHE Power Point

A. Academic Affairs

Chairman Gabrieli turned the meeting over to Committee Chair Nancy Hoffman. Before proceeding with the motions Board member Hoffman provided an summary of the recent AAC meeting. Her comments included an update on items that will come before the BHE, including the reverse transfer policy, and a comprehensive update on developmental math and policy issues to improve math performance. The AAC additionally had a lively discussion on the program review process. Over the years the committee has grown less satisfied with their need to review academic programs in detail after the DHE and campus staff already conducted a thorough review. The discussion was spurred by UMass Lowell's new BA in Education program approval, because the University suspended another academic program in order to begin the new one. She concluded that the AAC can better align academic program reviews with strategic plans, and are heading towards more of a policy and system-wide review instead of the current practice of a program by program review.

Board member Hoffman then summarized the AAC 17-01 motion, which pertained to one program approval from the University of Massachusetts Lowell to award a Bachelors of Arts in Education.

There being no discussion, the following motion was moved, seconded and approved as follows, with all Board members present voting in favor:

AAC 17-01 Application Of The University Of Massachusetts Lowell To Award The Bachelor Of Arts In Education

MOVED: The Board of Higher Education hereby approves the application of the **University of Massachusetts Lowell** to award the **Bachelor of Arts in Education**

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

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

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

Committee Chair Hoffman continued by providing an overview of AAC motion 17-02, which pertained to considering the revocation of Boston Conservatory's legal authority to operate and grant degrees in Massachusetts. In addition, she noted that The Boston Conservatory merged with another institution.

Board member Tom Hopcroft arrived at 11:08 a.m.

There being no discussion, the following motion was moved, seconded and approved as follows, with all Board members present voting in favor:

AAC 17-02 Revocation Of Boston Conservatory Degree Granting Authority

MOVED: The Board hereby revokes the legal authority of **Boston Conservatory** to operate and grant degrees in the Commonwealth of Massachusetts retroactive

to July 1, 2016.

Authority: Massachusetts General Laws Chapter 69, Section 30 et seq.

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

Committee Chair Hoffman continued with summarizing the final AAC motion 17-03, which pertained to the revocation of Sanford Brown's legal authority to operate and grant degrees in Massachusetts. Additionally, she noted that the institution was going out of business.

There being no discussion, the following motion was moved, seconded and approved as follows, with all Board members present voting in favor:

AAC 17-03 Revocation Of Sanford-Brown College Inc. Degree Granting Authority

MOVED: The Board hereby revokes the legal authority of **Sanford-Brown College Inc.** to operate and grant degrees in the Commonwealth of Massachusetts retroactive to May 2, 2014.

Authority: Massachusetts General Laws Chapter 69, Section 30 et seq.

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 member Paul Toner who will reported on behalf of FAAP Committee Chair Tom Hopcroft. Committee member Paul Toner provided an overview of the discussions in the recent FAAP meeting. He noted the committee's review on the current building naming policy requested by the Commissioner and supported by several committee members, which will promote fundraising for buildings named in recognition of an individual. Committee member Toner also noted the committee's review on the final FY17 budget. Lastly, in terms of the BHE goals, the committee discussed separating long-term and short-term goals and also isolating initiatives that can be completed by DHE staff, in particular: accountability and performance measurement, transparency of student debt, tuition retention/remission and affordability/financial aid.

Committee member Toner provided an overview of the motions listed in the FAAP 17-06 consent agenda.

There being no discussion, the following motion was moved, seconded and approved as follows, with all Board members present voting in favor:

FAAP 17-06 Consent Agenda – FAAP 17-01 through 17-05

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

FAAP 17-01 Approval of Massachusetts State College Building Authority
Fitchburg State University – Residence Hall New Capacity

FAAP 17-02 Approval of Massachusetts State College Building Authority

Fitchburg State University – Landry Arena Renewal and Adaption

FAAP 17-03 Approval of Massachusetts State College Building Authority Fitchburg State University – Townhouses Renewal and Adaption

FAAP 17-04 Approval of Massachusetts State College Building Authority – Massachusetts College of Liberal Arts – Berkshire Towers Renewal and Adaption

FAAP 17-05 Approval of Massachusetts State College Building Authority Mount Wachusett Community College – Student Center Improvement Project

Authority: Massachusetts General Laws Chapter 15A, Section 6

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

Committee member Toner continued by providing an overview of FAAP motion 17-07, which pertained to approving the Massachusetts State College Building Authority (MSCBA) revenue bond refunding. He also noted that any questions could be directed to the DHE’s Deputy Commissioner of Administration and Finance, Sean Nelson or MSCBA’s Executive Director, Ed Adelman.

There being no discussion, the following motion was moved, seconded and approved as follows, with all Board members present voting in favor:

FAAP 17-07 Approval Of Massachusetts State College Building Authority Revenue Bond Refunding

MOVED: Massachusetts State College Building Authority

1. The Massachusetts State College Building Authority is hereby authorized to issue refunding bonds to refund certain of its outstanding bonds, as described on the attachment, provided the aggregate net present value savings achieved from the refunding is no less than four percent (4%) of the par amount of refunded bonds, and the Commissioner is hereby authorized and directed, in the name and on behalf of the Board of Higher Education, to approve in writing the issuance by said Authority of bonds for such refunding purpose.

Authority: Massachusetts General Laws Chapter 15A, Section 6

Contact: Sean P. Nelson, Deputy Commissioner for Administration & Finance

Board Member J.D. LaRock stepped out of the room. Committee member Toner continued by providing an overview of FAAP motion 17-08, which pertained to approving the Mount Wachusett Community Colleges Science Building named in honor of Dr. Daniel Asquino.

There being no discussion, the following motion was moved, seconded and approved as follows, with all Board members present voting in favor:

FAAP 17-08 Naming Of Mount Wachusett Community College’s Science Building In Honor Of Dr. Daniel M. Asquino

MOVED: The Board of Higher Education hereby approves the request of the Mt. Wachusett Community College (MWCC) Board of Trustees to name the college’s new science building the “Daniel M. Asquino Science Center” in honor of outgoing Mt. Wachusett President Daniel Asquino.

Authority: Section 9(m) of Chapter 15A of the Massachusetts General Laws

Contact: Sean P. Nelson, Deputy Commissioner for Administration & Finance

Committee member Toner continued by providing an overview of FAAP motion 17-09, which pertained to approving the Springfield Technical Community Colleges Building 19 named in honor of Dr. Ira Rubenzahl.

There being no discussion, the following motion was moved, seconded and approved as follows, with all Board members present voting in favor:

FAAP 17-09 Naming Of Springfield Technical Community College’s Building 19 In Honor of Dr. Ira Rubenzahl

MOVED: The Board of Higher Education hereby approves the May 25, 2016 request of the Springfield Technical Community College (STCC) Board of Trustees to name the presently-designated “Building 19” the “Ira Rubenzahl Student Learning Commons” in honor of former STCC President Dr. Ira Rubenzahl.

Authority: Section 9(m) of Chapter 15A of the Massachusetts General Laws

Contact: Sean P. Nelson, Deputy Commissioner for Administration & Finance

There was a brief discussion among Board members in term of building naming. Board member Henry Thomas inquired if institutions used building naming as a method for fundraising, noting that UMass does have such a policy. Commissioner Santiago responded that the Board does have a policy on that which include donor thresholds for major new facilities, but it is a good opportunity to review and update the policy.

C. Strategic Planning Committee

Chairman Gabrieli turned the meeting over to SPC Committee Chair Fernando Reimers. Board Member LaRock rejoined the meeting at this time. Committee Chair Reimers stated that Bristol Community College (BCC) went through the process of aligning their plan with their overall strategic plan. Before opening it up for discussion, he noted that BCC met three times with the SPC committee and their plan has been provided in advance to all Board members for their review.

This was followed by a lengthy discussion among Board members. The discussions highlighted upcoming changes to the protocol around strategic planning and rethinking the way our campuses define terms like student

success and persistence. Several Board members had questions for President Sbrega, including inquiries into academic programs with low enrollment, how the plan's success will be assessed, business and financial aspects, and increasing student enrollment. President Sbrega addressed these questions and additionally offered a handout that addressed the issues that had arisen in previous SPC meetings, particularly around the academic programs with low enrollments.

There being no further discussion, the following motion was moved, seconded and approved as follows, with all Board members present voting in favor:

SPC 17-01 Approval Of Bristol Community College Strategic Plan

MOVED: The Board of Higher Education hereby approves the **Bristol Community College** Strategic Plan 2016-2020: "*Shaping the Future*" and authorizes the Commissioner to forward the same to the Secretary of Education for final approval pursuant to Massachusetts General Laws Chapter 15A, Sections 9(l) and 22(l).

Authority: Massachusetts General Laws Chapter 15A, Sections 7, 9(f), 9(l) and 22(l); BHE By-Laws, Article I, Section 3(d) and Article III.

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

C. Board of Higher Education

Chairman Gabrieli provided an overview of BHE motion 17-01, which pertained to the Commissioner's evaluation. The Chairman noted that all Board members received the document in advance for their review, and then provided an overview of the performance evaluation process. He additionally stated that the Executive Committee of the Board, which consisted of the Chairman, Vice Chair and two Committee Chairs met to provide feedback on the evaluation. He highlighted several points in the Commissioner's evaluation that were discussed by the Executive Committee: the Commonwealth Commitment, campus safety and violence prevention work, remediation reduction and developmental math, NUPs review, presidential searches, the Early College Initiative, Vision Project Report, and spending meaningful time at 28 out of our 29 public campuses. He concluded his remarks by acknowledging that the vote would be to accept the evaluation and to approve an increase of salary of 2% effective on July 1, 2016.

There being no discussion, the following motion was moved, seconded and approved as follows, with all Board members present voting in favor:

BHE 17-01 Commissioner's FY2016 Performance Evaluation

MOVED: The Board of Higher Education hereby approves the Commissioner's FY 2016 performance as highly effective, as recommended by the Executive Committee. Further, that the Board approves a salary increase for the Commissioner of 2 percent, effective July 1, 2016.

Authority: Massachusetts General Laws Chapter 15A, Sections 9(q) and 21

Contact: Constantia T. Papanikolaou, General Counsel

Secretary Peyser wanted to note that it was an outstanding review and well deserved. He acknowledged the benefit in such a seamless transition for the new Commissioner. Secretary Peyser thanked Commissioner Santiago for his leadership.

XI. PRESENTATIONS

- **Fall FY16 Early Enrollment Report**

List of Documents Used:

October 11, 2016 BHE Power Point

Commissioner Santiago introduced Associate Commissioner for Research and Planning, Jonathan Keller. Dr. Keller thanked the Chairman, Secretary and the Commissioner for the opportunity to address the Board.

Jonathan Keller thanked the Commissioner for the opportunity to address the Board. He began his presentation by noting that the early enrollment report included just estimates, as the data is sent to the DHE before the add/drop deadlines. In addition, he stated that the data has repeatedly demonstrated an extremely small difference between the early enrollment figures and the final figures, which means the data provides a very strong and early indication of where enrollment is heading.

Dr. Keller continued his presentation noting a decline in enrollments to public higher education institutions. He highlighted that the decline preceded by a significant increase during the recession phase where in 2013 undergraduate enrollment reached a peak high of 196,847 and explained that enrollment booms and busts and cyclical and expected. He continued by providing research that predicted the enrollment decline due to declining cohorts of high school graduates. Dr. Keller stated that the findings highlight the need to better recruit and retain non-traditional students.

Dr. Keller continued by presenting enrollment variations by segments; stating that the community colleges are experiencing the most precipitous decline and are most susceptible to economic factors, the state universities enrollment are flat with a much smaller decline, and UMass enrollments have continued to increase. He also noted that UMass enrollment increases are partly due to the increase in enrollment of international students.

Dr. Keller continued the presentation by providing demographical data on new students, including race/ethnicity, age, gender and full or part time status. He noted that overall, more than half of new students are female, however at UMASS, males continue to outnumber female students, which may be due to the academic programs concentrated in the UMASS segment that historically enroll more male students. Further, the average age for full-time students is 19.9 years, but 24.8 for part-time students, and that 20% of students are part-time. Additionally, about 43% of new students enrolled full-time are Pell Grant recipients. He noted that the increase in Pell Grants recipients suggest that the institutions are being successful in recruiting students from lower SES backgrounds.

Before concluding his presentation, Dr. Keller noted that while Latinos are the fastest growing population segment, we still have not closed the Latino

achievement gap, as they are less likely to graduate from high school or enroll in post secondary education as their white peers. Dr. Keller opened the meeting up for discussion.

Board member Henry Thomas inquired if there was similar data for African American students. Dr. Keller clarified that the data was available and the particular focus on Latino students was due to demographic changes. Board member Fernando Reimers had a clarifying question on whether the early enrollment data was primarily for students seeking degrees or certificates. Dr. Keller clarified that the overall headcount included all students, regardless of degree path.

The Board engaged in a discussion on Dr. Keller's presentation on student enrollment and demographics. Board member Fernando Reimers noted that in New England, we still have a sizable population of high school graduates who do not enroll in college, so we have not yet saturated the market. He asked the Board to consider if we should rethink the value we are adding to the Massachusetts labor force by considering the development of skills as opposed to just degrees. Chairman Gabrieli commended Dr. Keller on the report and acknowledged Board member Reimers' comment, and agreed that our campuses should consider new approaches and opportunities, including advancing skills on a flexible and affordable basis. Board member Jasson Alvarado-Gomez commented that for many Latino students, an early college awareness problem still persists. Board member J.D. LaRock commented that he appreciated Jasson's and Fernando's comments, and offered his reflections on the data. He commented that UMASS is the only segment growing, and asked if it is because they have recruited more international students, and if so, should the state universities and community colleges have a similar business play? He continued that our community colleges are a segment of American higher education that is highly set up to do this, via short course plans that are directly tied to employer needs. Further, he would push back very strongly on the notion that demography is the only driver of enrollment. He believes we have not yet saturated the market and we should use this data as an opportunity to see what else we can do. Board member Paul Toner commented that he agrees, and that we should involve our K-12 system more to promote early college awareness.

Nancy Hoffman left the meeting 12:16 p.m.

Chairman Gabrieli thanked Dr. Keller for his presentation, and noted that this discussion would be great to think about as they consider the Board's strategic responsibilities. He then turned the meeting over to Commissioner Santiago for the final presentation.

- **Update on the Commonwealth Commitment**

List of Documents Used:

October 11, 2016 BHE Power Point

Commissioner Santiago provided an overview of the Commonwealth Commitment and MassTransfer website, noting that it was built in-house by DHE staff members. He explained that the website provides a comprehensive database of course equivalencies and articulates how courses transfer from one campus to another, as well as the monetary savings from transferring. The Commissioner continued by presenting the three options available on the

website; MassTransfer Gen Ed Foundation, Mass transfer Associate to Bachelors (A2B), and MassTransfer A2B Full-time. The Commissioner demonstrated different examples, noting the cost to transfer from several community colleges to various State Universities, and clarifying that the published cost included tuition and fees only. He highlighted the course equivalency section, where students are able to select a course or major at one institution and view how it is transferable to any other institution in the system. The Commissioner mentioned that 16 majors in total will be included, capturing 70% of the transfer population, including some of the more complex majors and pathways, as well as our specialty campuses. He concluded his remarks by thanking the DHE staff for their diligent work and opened the meeting up for discussion.

Board member Toner inquired about making the website available to high school students and their parents. The Commissioner stated that Dr. Jonathan Keller and his team was working on making it available to high school students, as well as including employment and earnings data, so students can continue to make informed decisions in their course and program selections. Board member Reimers inquired if there were plans to expand these pathways to include more academic areas, such as early childhood education. The Commissioner responded that there are plans to expand the available pathways and we are working diligently with cross agency collaboration.

Board member Paul Mattera asked if this tool's intent was solely informational, or if there was policy implementation behind this to make credits more transferrable. Commissioner Santiago responded that there was a need to simplify our transfer policies overall, so that there will be more transparency and clarity for the students, and to do this, faculty from all three segments worked very collaboratively.

Board member Henry Thomas asked if we intend to add price information for private colleges with similar programs to demonstrate the difference in cost. Commissioner Santiago responded that our website public institutions, and perhaps independent colleges might engage in similar work.

Before concluding the discussion, Board member Jasson thanked everyone for their work on the website, noting that it would make the lives of students much easier. There being no further discussion, the Chairman thanked the Commissioner and concluded the presentation.

XI. OTHER BUSINESS

None

XII. ADJOURNMENT

There being no further business, Chairman Gabrieli adjourned the meeting at 12:38 p.m.

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

