

BOARD OF HIGHER EDUCATION

December 6, 2016
10:00 a.m.

Mt. Wachusett Community College
Arthur Haley Building
Multi Purpose Room #115
444 Green Street
Gardner, MA

Meeting Minutes

A meeting of the Board of Higher Education (BHE) was held on Tuesday, December, 6 2016 in the Arthur Haley Building of Mt. Wachusett Community College at 444 Green Street, Gardner, Massachusetts.

The following Board Members were present:

Chris Gabrieli, Chairman
Sheila Harrity, Vice-Chair
Nancy Hoffman
Robert Johnson
Paul Mattera
Jim Peyser
Fernando Reimers
Henry Thomas
Jasson Alvarado-Gomez, Student Member, Mount Wachusett Community College

Carlos E. Santiago, Commissioner and Secretary to the Board

The follow Board members were absent:

J.D LaRock
Dani Monroe
Paul Toner

I. CALL TO ORDER

Chairman Chris Gabrieli called the meeting of the Board of Higher Education (BHE) to order at 10:15 a.m.

II. WELCOME

Chairman Gabrieli welcomed the Board, and then invited Mount Wachusett Community College (MWCC) President Dan Asquino to make welcoming remarks. President Asquino welcomed the BHE, and remarked that much has changed since MWCC last hosted the BHE. He then provided a presentation on the many accomplishments of their institution, categorized into Five Pillars of Success: Academic Excellence, Access, and Success, Service Learning and Civic Engagement, Workforce and Economic Development, Partnerships with K-12, and Sustainability and Efficiency. President Asquino continued his remarks, highlighting MWCC's graduation and completion rates, the STEM Starter Academy, their designation as a Top Serviceman's Opportunity College, their extensive student civic engagement, multiple workforce development grants and partnerships, multiple K-12 partnerships, and lastly, the

distinction that MWCC is the most energy efficient college in the Commonwealth and perhaps in the nation, as they are 100% powered by renewable energy sources.

Chairman Gabrieli thanked President Asquino for his presentation and for his accomplishments in his 30 year tenure as MWCC president, and 46 years in public service in higher education in Massachusetts. He remarked that President Asquino is currently the longest serving president in Massachusetts public higher education, and commended his focus on teaching and learning, which has kept him in the classroom throughout his career. He acknowledged President Asquino's service as Chair of the Massachusetts Community College Labor Relations Committee, and that his tenure at MWCC has established the institution as a national leader in many areas, including K-12 partnerships, renewable energy, and workforce development. He then presented President Asquino with a resolution, honoring and commending the occasion of his retirement from the Presidency of MWCC.

President Asquino thanked the BHE, the Department of Higher Education for the resolution and for the opportunity to serve.

III. ACCEPTANCE OF MINUTES

Chairman Gabrieli brought forth a motion to accept the minutes of the October 11, 2016 BHE meeting. The motion was seconded and the minutes were approved unanimously by all Board members present, with the exception of Board Member Sheila Harrity, who abstained because she had not attended the October BHE meeting.

IV. PUBLIC PARTICIPATION

None

V. REMARKS AND REPORTS

A. CHAIRMAN'S REMARKS

Chairman Gabrieli offered brief remarks, commenting that he was looking forward to the upcoming joint BHE and Board of Elementary and Secondary Education Meeting in January to further the discussion on K-12 partnerships and bridging enrollment gaps between high school graduates and higher education enrollees. He again thanked MWCC President Dan Asquino for his leadership in this area.

B. COMMISSIONER'S REMARKS

Commissioner Santiago began by thanking President Asquino for hosting the BHE, and for his long standing service to public higher education. He then welcomed and acknowledged the other Presidents in attendance: Berkshire Community College President Ellen Kennedy, Cape Cod Community College President John Cox, Northern Essex Community College President Lane Glenn, Quinsigamond Community College President Gail Carberry, Framingham State University President Javier Cevallos, MCLA President Jamie Birge, and Worcester State University President Barry Maloney. He additionally acknowledged the attendance of Vincent Pedone, Executive Officer for the State Universities, and former Massachusetts State Senator Stephen Brewer.

The Commissioner remarked that in the academic world, December historically brings with it a sense of assessment and evaluation after a very busy flurry of activity, and the DHE is no different. Among those activities are four presidential searches, one of which has been successfully concluded with the appointment of incoming Holyoke Community College President Dr. Christina Royal, but there are three remaining searches underway. He

commented that he appreciates the participation of DHE staff and Board members throughout these important processes.

The Commissioner continued by providing updates on other DHE activities, including a successful trustees' conference that featured Secretary Peyser, Board Chair Gabrieli, and community college segmental representative J.D. LaRock as presenters. Additionally, he has been quite pleased with the revisions to the Presidential annual performance evaluation process, summarized in a letter to the Board of Trustees. He then provided an update on the Commonwealth Commitment program and the effort by both the community colleges and the DHE to publicize the program and get the word out to students. He remarked that the publicity has been effective as evidenced by a significant increase in website traffic to the new MassTransfer website; there were 141,627 page views between September 1 and November 30, which is more than double compared with the same time period last year. He continued that the challenge remains in converting these page hits into student participation, and to achieve this, the DHE sponsored a MassTransfer Conference for faculty and advisors on November 18 to build pathways in Art, Education and Engineering, and to complete equivalencies in classic gateway science courses. Once pathways in these areas are fully developed, 77% of the student transfer population will be captured.

Changing topics, the Commissioner then issued a statement regarding deferred action for childhood arrival (DACA) students enrolled in Massachusetts public campuses. He remarked that in the last month, college and university presidents nationwide have been seeking to reassure students that they are safe in their campus environments, as students continue to feel anxious, even with the heated US Presidential campaign rhetoric behind us. He continued that DACA students are particularly vulnerable, and as of FY16, Massachusetts has over 12,000 individuals approved for the program, ranking 19th out 50 states, DC, Puerto Rico and Guam. Further, 79% of Latino students enrolled in higher education in Massachusetts are enrolled in our public campuses, the majority in our community colleges. These students are anxious that they will lose their ability to complete college, and this affects their ability to succeed on our campuses. The Commissioner continued that DACA students are seeking to better the lives of themselves and their families, and we are doing a disservice to the state by not acknowledging their concerns. The Commissioner then stated that he goes on record to pledge that he will do all that he can to support our institutions as they seek to provide reassurance to these students. He then shared the following three steps that the DHE will take:

1. Staff will work with the Baker administration to monitor any federal developments and will keep campuses apprised of any federal activity regarding this issue. The DHE website will be updated with information for DACA students.
2. The Commissioner will make himself available at the request of any campus president to meet with DACA students and publicly advocate for them.
3. The Commissioner acknowledges the growing "us versus them" mentality in our communities, including an increase in bias-motivated incidents. Recognizing the role of our campuses in the context of our communities, he asks presidents to continue to take steps to unite our communities, and affirm our commitment to a first in the nation focus on civic learning and engagement.

Before concluding his remarks, the Commissioner acknowledged the retirement of longtime DHE employee Sue Lane, Senior Advisor to the Commissioner for P-16 Access and Alignment, and thanked Sue for her dedicated service to the DHE.

C. SECRETARY OF EDUCATION'S REMARKS

Secretary Peyser remarked that he did not have prepared comments, but he wanted to acknowledge and thank President Asquino again for his service, and underscore the importance of community colleges as the front door to our higher education system.

D. REPORTS FROM PRESIDENTS

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 the Board for the opportunity to address the Board and bring a report from his segment. He congratulated President Asquino on his retirement, and thanked him for his service to public higher education in Massachusetts. President Cevallos then thanked Commissioner Santiago for his statement in support of all students, particularly DACA students. He continued that the Commissioner's statement, backed by his colleagues, reaffirms our commitment to offer a stable, supportive, inclusive and accessible environment for those students not legally defined as citizens to complete their education, as these students have lived in Massachusetts for many years and are graduates of our K-12 system. He asks that the Board of Higher Education join the Commissioner, the state university presidents, and our students in support of continuing the practice of granting in-state tuition to all our Massachusetts students.

President Cevallos then invited Cape Cod Community College President and segmental representative John Cox to make comments on this matter. President Cox stated that he wanted to reaffirm the importance that all Massachusetts students should be able to achieve success, and that our community colleges offer an environment where the ideas and contributions of all students are valued. He continued that all students are welcome to attend in a safe environment that must keep access available to all students.

President Cevallos then resumed his remarks and the state university segmental report. He remarked that due to the lack of state support to cover FY16 and FY17 collective bargaining obligations, the funding gap for state universities has compounded. He thanked the Commissioner, the DHE and the Fiscal and Administrative Policy committee for their statement in support of funding those obligations and asked the Board to go on record in asking the Governor do the same. He continued that he and his colleagues fully endorse the DHE's FY18 budget recommendations today, including modest increases in the state scholarship line, PIF, and programs that support Foster and Adopted students, and level funding for Nursing and Allied Health, Bridges to College, the STEM Starter Academy and Dual Enrollment. Further, given the Governor's support of internships, the state universities strongly support the state university internship incentive program fund, as this valuable program allows students to complete internships without financial hardship.

Shifting gears, President Cevallos continued by providing a brief update on Council of Presidents initiatives and legislative items of interest. First, the COP are working with other Massachusetts higher education leaders to file a bill modeled after the national DREAM Act, allowing all students who have been state residents for three years and who have graduated from Massachusetts high schools to be eligible for in-state tuition. Second, the presidents are interested in a bill that would require the Governor to fully fund collective bargaining agreements for all years of campus labor agreements, as the unfunded liability of these agreements is impeding their ability to offer an affordable degree pathway. Third, the

presidents are interested in working with the Secretary, the Commissioner, and their UMASS colleagues to find a way to offer professional or clinical doctoral degrees without crossing the line into PhD or research doctoral degrees.

President Cevallos continued that the state universities remain committed to the work being done by PACE, which allows them to operate more efficiently. Lastly, that there is a great need to invest in deferred maintenance needs on their campuses, in which a recent study suggest exceeds \$1 billion in cost.

He concluded his remarks by stating that he and his colleagues look forward to working with the Commissioner in continuing to build upon their success, and thanked the Board for the opportunity to present his segmental report.

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 began his remarks by recognizing newly appointed Holyoke Community College President, Dr. Christina Royal. He then acknowledged the retirement of President Asquino, and thanked him for his longtime service to public higher education in Massachusetts.

President Cox remarked that on behalf of his colleagues, he is very grateful and supportive of the FY18 budget recommendation that will be presented to the BHE today. He continued by emphasizing the need to fund collective bargaining agreements, as well as the tremendous capital funding need. He commented that in some cases, students are in jeopardy of not having access to labs or other campus resources. He remarked that the increasing reliance on students to pay the interest on bonds, as well as the use of leased space will continue to push up student fees and affect affordability. President Cox continued that he understands continued fiscal constraints, and commented on the possibility of other revenue sources, such as a tax credit on public higher education donations.

He reported that on his own campus, many campus representatives have been engaged in workshops to strengthen and expand educational collaboratives and partnerships, such as dual admission partnerships and pathways, and the Commonwealth Commitment program. They are currently celebrating the second cohort of BSN graduates from UMASS Boston on the Cape Cod Community College campus. He continued that through their unique community partnerships, students are now able to earn a bachelor's or master's degree without ever leaving the Cape.

At the conclusion of President Cox's remarks, Board member Fernando Reimers offered some comments, thanking the Commissioner, and Presidents Cox and Cevallos for their clear statements in support for DACA students, and emphasized that it is not only the right thing to do, but the smart thing to do given projected shortfalls in college graduates participating in our labor force. He continued that he appreciates the clear stance from leadership on this matter.

E. REPORT FROM STUDENT ADVISORY COUNCIL

Student Board member Jasson Alvarado-Gomez thanked the BHE, and then thanked and acknowledged President Asquino. He remarked that the Student Advisory Council had a

meeting in November at Quinsigamond Community College, and they are hoping to increase student engagement, and advocate for more funding to assist student retention and persistence. He acknowledged the previous DACA discussion and thanked Commissioner Santiago for his statement, and commented that Latino students, like himself, are looking to better themselves and be productive contributors to society.

Tom Hopcroft arrived at 11:15 a.m.

Chairman Gabrieli thanked Student Board member Alvarado-Gomez for his comments.

VI. MOTIONS

List of Documents Used:

AAC 17-06 through 17-09

FAAP 17-10 through 17-011

SPC 17-02

BHE 17-03

A. Academic Affairs

Chairman Gabrieli turned the meeting over to Committee Chair Nancy Hoffman. Before proceeding with the motions, Board member Hoffman acknowledged the prior DACA statements from the Commissioner, Presidents Cevallos and Cox, and Student Board member Alvarado-Gomez and commented that it is important to acknowledge the tremendous anxiety these students on our campuses are experiencing.

She then provided a brief summary of the recent Academic Affairs Committee meeting, which included two new program reviews and the rare event of a new institution seeking approval, Sattler College. They additionally revisited the discussion on state reciprocity and received the report and recommendations issued by of the Special Commission on Interstate Reciprocity.

Committee Chair Hoffman then provided an overview of the motions listed in the AAC 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:

AAC 17-06 Consent Agenda – AAC 17-04 and AAC 17-05

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

AAC 17-04 Massachusetts College of Art and Design

- Bachelor of Arts in Studio Area/Master of Arts in Teaching and Master of Art in Art Education

AAC 17-05 University of Massachusetts Boston

- Bachelor of Arts in Environmental Studies & Sustainability

Authority: Article III, Section 6, By-Laws

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

Committee Chair Hoffman continued by providing an introduction to AAC 17-07. She continued that the AAC had a lengthy and vibrant discussion about the proposed new institution, Sattler College, which resulted in the committee requesting the following from DHE staff: first, that the motion be amended to include a requirement that Sattler College submit periodic reports to staff; and second, that the BHE be provided a brief review on the procedure for evaluating a new institution.

Committee Chair Hoffman then invited Pat Marshall, Deputy Commissioner for Academic Affairs and Student Success, to provide a brief presentation on the procedure for approving a new institution. Deputy Commissioner Marshall then provided an overview of 610 CMR 2.07 which sets forth the procedure for approving new institutions. She then summarized the process used in reviewing the Sattler College application and provided several examples of the recommendations made by the visiting committee and DHE staff to the applicant throughout the process and the applicant's responses.

She continued noting that the final recommendations from DHE staff include conditional approval of Articles of Incorporation to award five degrees in Business, Computer Science, Human Biology, Biblical and Religious Studies, and History; annual reports from Sattler College on its progress; and ongoing review by DHE staff for a twelve year period to ensure compliance with all regulations, recommendations, goals, and representations set forth in petition.

At the conclusion of Deputy Commissioner Marshall's presentation, the BHE engaged in a discussion regarding the motion and particularly the faith-based nature of the institution, specifically with regard to the proposed discipleship program, the religion-based requirements for faculty, and whether those requirements would extend to students. Board member Reimers asked how the institution would treat students and faculty members who disagree with or contest the specific tenets of the institution's founding precepts as set forth in its by-laws. General Counsel Dena Papanikolaou responded that BHE regulations prohibit "illegal" discrimination based on religion (among other characteristics), but that the religious preference in employment that Sattler College has proposed is arguably permissible. This is because, in certain circumstances, faith-based institutions are allowed to offer preference in employment to employees who share the institution's religious beliefs because of the "ministerial exception," which is an application of an institution's First Amendment right to the free exercise of religion. However, the ministerial exception only applies to faculty and staff whose jobs include "ministerial" responsibilities. She noted that DHE staff worked with the institution to ensure that the employees that would fall within the ministerial exception were limited to those participating in the discipleship program, and that Sattler College is required to clearly spell this out in employee manuals, which are also required to specify whether and how employees can opt out of participating in that program. With regard to admissions, the institution is required to make it clear to prospective and enrolled students that participation in discipleship program is mandatory, so that prospective students are on notice that Sattler College is a faith-based institution.

Secretary Peyser asked how students would demonstrate a commitment to Christian values, as required by the institution, and what, if any, are the legal ramifications of this requirement? General Counsel Papanikolaou responded

that on a national level, religious institutions typically navigate this by requiring adherence to a student code of conduct. She noted that Dr. Finny Kuruvilla, the applicant and founder of the institution, was in attendance and directed the question to him for more specificity with regard to Sattler College. Dr. Kuruvilla responded that students will demonstrate their commitment to Christian values through participation in the discipleship program.

Committee Chair Hoffman remarked that the AAC had engaged in a brief discussion regarding the innovative pedagogy of the institution, including the use of technology, their low cost of attendance, and their utilization of public resources like the Boston Public Library. Board Chair Gabrieli commented that this approval is the only remaining roadblock preventing the college from going forward and accepting students, which is why he had asked for a more detailed presentation during the full BHE meeting. He thanked the DHE staff for their thorough presentation because it has been a while since any new institutions have been through this process.

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

**AAC 17-07 Sattler College – New Institution
Bachelor of Science in Business; Bachelor of Science in Computer Science; Bachelor of Science in Human Biology; Bachelor of Arts in Biblical and Religious Studies; and Bachelor of Arts in History**

MOVED: The Board of Higher Education hereby conditionally approves the Articles of Incorporation of **SATTLER COLLEGE** with the authority to award the following degrees:

**Bachelor of Science In Business
Bachelor of Science in Computer Science
Bachelor of Science In Human Biology
Bachelor of Arts In Biblical and Religious Studies
Bachelor of Arts In History**

Provided, further that the BHE will undertake to review, during the twelve year period set forth in 610 CMR 2.05(5), the continued progress of the institution toward meeting and maintaining compliance with the BHE's regulations, the visiting committee's recommendations, the goals and representations set forth in connection with the institution's petition to the BHE, and its compliance with the following conditions:

1. For the first five years of operation, the President shall submit to the Commissioner of Higher Education the credentials of faculty hired to teach in each of the five degree programs.
2. Once the institution has created a permanent campus, the President shall provide to the Commissioner of Higher Education a detailed description of the physical plant, demonstrating that Sattler College's facilities comply with the health and safety standards of the community, state, and federal government; that classrooms are of sufficient number, size, and equipment to meet instructional needs of the programs; and that there is sufficient office space to meet the needs for

faculty, administration, and student services. If laboratories are not part of the physical plant, the President shall submit to the Commissioner written agreements with those institutions where laboratory instruction will be provided for students in the Human Biology major.

3. For the first five years of operation, the institution shall submit to the BHE annual status reports by July 15th of each year providing narrative and statistical information on the institution's compliance with BHE standards and with the goals and representations set forth in connection with the institution's petition, including the institution's hiring practices, enrollment, finances, student outcomes and other information as requested by Department staff.

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

Contact: Patricia A. Marshall, Ph.D.
Deputy Commissioner for Academic Affairs & Student Success

Next, Committee Chair Hoffman summarized AAC motion 17-08, which allows students who have transferred to a four year public institution to retroactively get an associate's degree when they have earned enough credits at the four year institution.

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

AAC 17-08 Statewide Reverse Transfer Agreement

MOVED: The Board of Higher Education hereby adopts the attached statewide Reverse Transfer Agreement and charges the Commissioner to implement the Reverse Transfer Pathway by Fall 2017

Authority: Massachusetts General Laws Chapter 15A, § 9(b), (u) and (v)

Contact: Dr. Patricia A. Marshall, Deputy Commissioner for Academic Affairs and Student Success

Elena Quiroz-Livanis, Special Assistant to the Commissioner and Director of Postsecondary Strategies

Finally, Committee Chair Hoffman continued with summarizing the final AAC motion on the agenda, AAC motion 17-09. She clarified that through this motion the BHE is only receiving the report and not accepting or endorsing its contents. She anticipated that the BHE will be engaged in several discussions on interstate reciprocity throughout the year. She noted that the AAC decided to table their discussion on program review until a later date.

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

AAC 17-09 Receipt of Report Issued by the Special Commission on Interstate Reciprocity Agreements

MOVED: The BHE receives the October 31, 2016 report issued by the Special Commission on Interstate Reciprocity Agreements (the Special Commission). The BHE expresses its appreciation to the Special Commission members for their work. The BHE takes the report under advisement and directs the Commissioner to report back to the BHE periodically as the discussion continues to unfold at the federal and state level.

Authority: Outside Section 187 of the Fiscal Year 2017 Budget, ch. 133 of the Acts of 2016; M.G.L. c69, §§ 30-31.

Contact: Constantia T. Papanikolaou, General Counsel

B. Fiscal Affairs and Administrative Policy

Chairman Gabrieli turned the meeting over to FAAP Committee Chair Tom Hopcroft, who provided an overview of the discussions at the recent FAAP meeting. He remarked that at the recent FAAP meeting, they considered two motions. First, the 403 (b) motion that would amend policy and allow for hardship withdrawals to eligible participants, and second, the FY18 budget request. He reported that the committee engaged in a considerable discussion on the budget, particularly on the collective bargaining rates and fringe costs that resulted in some minor adjustments to the narrative of the budget request.

Committee Chair Hopcroft continued by summarizing FAAP motion 17-10, which amends the Massachusetts 403(b) Elective Deferral Savings Plan.

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

FAAP 17-10 Confirmation of the Massachusetts 403 (b) Elective Deferral Savings Plan Named Fiduciaries and Authorized Signatories

MOVED: Be it resolved, that the Board of Higher Education hereby amends the Massachusetts 403(b) Elective Deferral Savings Plan, effective immediately, by:

1. Section 1 Definitions of Terms Used; Subsection 1.23(B) Former Provider- Deleting the fifth paragraph and replacing it with the following: Former Providers may not issue loans as described in Section 4.
2. Section 5 Benefit Distributions; Subsection 5.4 (a) Hardship Withdrawals- Deleting the word "Contract" from the first sentence.
3. Section 5 Benefit Distributions, Subsection 5.4 (b) Hardship Withdrawals- Deleting the word "Contract" from the first sentence.

Authority: Massachusetts General Laws Chapter 15A, Section 18A

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

Committee Chair Hopcroft welcomed Deputy Commissioner of Administration and Finance, Sean Nelson, to introduce the next motion, FAAP 17-11, which seeks BHE approval of the Fiscal Year 2018 budget request. Deputy Commissioner Nelson provided a presentation of the FY18 budget proposal. He began his presentation with a timeline of the process. This was followed by a summary of DHE line-item requests and the broad principles guiding the proposal. This includes a 2% increase over FY17 DHE line-items, investments that reflect the DHE's big three priorities, and maintenance funding to support mandatory obligations. He then highlighted key investments in the budget request that align with the Big Three Degree Plan priorities, including a \$1.5 million increase in the Performance Incentive Fund, and modest increases in the Commonwealth Dual Enrollment Program and the State Scholarship account. He continued by providing an overview of the DHE administrative account, which includes a small increase to support the Campus Safety and Violence Prevention initiative and maintenance funding for DHE operations.

Deputy Commissioner Nelson continued by providing an overview of the recommendation for the campuses, including a focus on collective bargaining costs, most of which are still pending negotiation. He acknowledged the impact of fringe benefits, which have risen significantly, and then summarized the campus recommendation summary.

Lastly, he concluded his presentation by providing a recommendation summary of the FY18 budget proposal and opened the floor to questions. The Board engaged in a discussion regarding the motion. Board member Robert Johnson asked about the decision to decrease support for Tufts' Veterinary School. He remarked that he understands the fiscal constraints, but cautions that there potentially could be unintended consequences of a funding reduction to the only veterinary program operating in the Commonwealth. Board member Harrity additionally commented that Tufts provides strong K-12 and community support. Both Deputy Commissioner Nelson and Commissioner Santiago responded, commenting that the reduction reflects the relative level of support given our other institutions, as well as the small number of students that the funding supports. Board member Reimers asked when the budget will be able to realize savings through the benefits of the Commonwealth Commitment program. Deputy Commissioner Nelson responded that that is still unclear. Board member Harrity asked how much developmental courses cost the state, and the Commissioner directed that question to Jonathan Keller, Senior Associate Commissioner for Research and Planning, who responded approximately \$45 to \$50 million annually. Board member Henry Thomas asked Deputy Commissioner Nelson to elaborate on the fringe assessment portion of the recommendation. Deputy Commissioner Nelson responded that what is particularly noteworthy is the increase; one of the big "budget busters" is the cost of healthcare statewide and this is no exception. Further, fringe accounts for about 35% increase in compensation for our campuses to absorb. Board member Paul Mattera commented that he appreciates the inclusion of the language to fully support collective bargaining agreements.

Secretary Peyser noted that the proposal would be submitted to the Executive Office of Education for approval, and due to the approval process, he will abstain from the vote on this motion.

There being no further discussion, the following motion was moved, seconded and approved as follows, with all Board members present voting in favor, with the exception of Secretary Peyser, who abstained.

FAAP 17-11 Approval of the Board of Higher Education Fiscal Year 2018 Budget

MOVED: The Board of Higher Education hereby adopts the attached Board of Higher Education operating budget request for Fiscal Year 2018 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 & Finance

C. Strategic Planning Committee

Chairman Gabrieli turned the meeting over to SPC Committee Chair Fernando Reimers, who provided a brief overview on the discussion at the recent SPC meeting, which included a motion to accept the revised Strategic Planning Committee Guidelines. He remarked that revision includes an enhancement to the guidelines that gives the Commissioner and the Secretary an opportunity to provide additional feedback.

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

SPC 17-02 Proposal to Accept Revised Campus Strategic Planning Guidelines

MOVED: The Board of Higher Education hereby adopts the attached 2016-2017 Campus Strategic Planning Guidelines and Procedures. The attached guidelines amend and supersede the BHE's 2015 campus strategic planning guidelines (BHE 15-10).

Authority: Massachusetts General Laws Chapter 15A, §§9(f), 9(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 then turned meeting over to Commissioner Santiago, who provided background for BHE Motion 17-03: Performance Measurement: Ensuring Accuracy, Transparency, and Relevance. He remarked that he considers this process of review to be this year's "big ticket" initiative, and a new vision for measuring performance will provide metrics and a framework for evaluation and accountability efforts.

The Commissioner continued that recently, the BHE revised guidelines on strategic planning, and the AAC will take up issue of reviewing academic program approval guidelines. Performance measurement will provide metrics

and provide a framework for evaluation.

The Commissioner introduced Katy Abel, Associate Commissioner for External Affairs to start off the presentation. Associate Commissioner Abel provided an overview of the considerations from a communications perspective, including some broad-based questions such as who the audience is, what data should be used, and how should the findings to used to tell a “story.”

Associate Commissioner Abel then introduced Senior Associate Commissioner for Research and Planning, Jonathan Keller who continued the presentation, providing a substantive overview of metrics and goals and what is essential for an accountability system. He then provided background information on the different content included in DHE performance reports dating back to 2004, which included ground level and institutional reports in our earlier years, and higher level system and segmental reports in more recent years. He continued that going forward, it is important to be attentive to ongoing concerns about possible deficiencies in the precision and usefulness of the performance analyses, as well as our reporting’s alignment with the legislative mandate as expressed in Chapter 15A Section 7(A).

Senior Associate Commissioner Keller concluded the presentation by providing a summary of the next steps and the proposed work of the Task Force. The BHE then engaged in a brief discussion and some had questions for the Commissioner and Associate Commissioner Keller. Questions included the Commonwealth’s longitudinal data capacity and collaborating with K-12 for data use, the financial capacity to meet objectives, and reporting cost savings. Board member Reimers remarked that he fully supports the motion and given that our current system is limited by its lagging indicators, it will be beneficial to have a system that is more accurate and transparent to students. Board member Mattera commented that he appreciates the Commissioner’s comment on the individuality of the campuses, and asked how the campuses will be included on the Task Force. The Commissioner replied that he acknowledges and is aware of the individual challenges that face our unique campuses and we need to be more accurate and realistic in how our campuses address these moving forward as we develop strategic plans. Secretary Peyser remarked that it is important to accurately portray what is happening at all our campuses and hold them accountable, while recognizing the unique challenges they each face.

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

BHE 17-03 Approval of Plan to Review and Enhance our Comprehensive System of Performance Measurement for Massachusetts Public Colleges and Universities

MOVED: For the reasons set forth in the background document, the Board of Higher Education (BHE) hereby charges the Department of Higher Education to initiate a System-Wide Performance Measurement Taskforce and to work closely with the campuses to examine the relevance and accuracy of our Performance Measurement System. Included in the review will be the relevant legislation as well as performance metrics, benchmarks, institutional and

segmental goals, peer comparisons, and options for reporting and sharing analyses.

The Performance Measurement Taskforce will include representatives from the college and university campuses, the state university and community college executive offices, as well as representation from the Board of Higher Education and the Executive Office of Education. The Taskforce will be charged to convene multiple meetings throughout 2017, with the goal of presenting a proposal for an improved Performance Measurement System at the December 2017 Board meeting.

Authority: Massachusetts General Laws Chapter 15A, Section 7A

Contact: Jonathan Keller, Senior Associate Commissioner
Constantia T. Papanikolaou, General Counsel

VII. OTHER BUSINESS

Board Member Henry Thomas announced that UMASS received a letter of full accreditation for their law school.

VIII. ADJOURNMENT

There being no further business, Chairman Gabrieli adjourned the meeting at 12:57 p.m.

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