

**Massachusetts Board of Higher Education  
ACADEMIC AFFAIRS COMMITTEE**

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June 12, 2018  
9:00 a.m.

One Ashburton Place, 14th Floor  
DHE Large Conference Room  
Boston, Massachusetts

**Meeting Minutes**

Committee Members Present: Committee Chair Nancy Hoffman; Fernando Reimers; Henry Thomas, Secretary of Education Designee Tom Moreau; Student Board Member Danielle Dupuis. Commissioner Carlos Santiago, non-voting member.

Committee Members Absent: Sheila Harrity, Vice Chair; Board Chair Chris Gabrieli.

Department Staff Present: David Cedrone, Ignacio Chaparro, Keith Connors, Winifred Hagan, Patricia Marshall, Constantia Papanikolaou, Arlene Rodriguez, Christine Williams, Ashley Wisneski.

**I. CALL TO ORDER**

At 9:12, Deputy Commissioner for Academic Affairs and Student Success, Patricia Marshall, announced that the reason most of the Board Members had not yet arrived was because of transportation problems with the T (breakdown of the green line) and that Student Board Member, Danielle Dupuis, would serve as acting chair of the meeting.

Student Board Member Danielle Dupuis called the meeting to order at 9:12 a.m. Present at this time were Secretary of Education Designee Tom Moreau and Commissioner Carlos Santiago.

**II. ACCEPTANCE OF MINUTES**

On a motion duly made and seconded, the minutes from the April 24, 2018 meeting of the Academic Affairs Committee were unanimously approved.

**III. REMARKS**

Acting Committee Chair Dupuis invited remarks from Commissioner Santiago and Deputy Commissioner for Academic Affairs and Student Success, Patricia Marshall. Dr. Marshall said she had a lot to share and began with an update on the closure of Mount Ida College (MIC). She directed board members' attention to the agenda, noting the revocation of MIC's degree-granting authority was not included. She explained that the DHE has been working with the Attorney General's Office to provide MIC students who have 105 or more credits with a reverse transfer option. With only one semester or less to graduate, these students will work with an experienced admissions counselor to identify courses that they can transfer back to Mount Ida

in order to complete their degrees. Dr. Marshall shared that UMass Amherst agreed to maintain all MIC student records, and that an admissions counselor based at Mt. Ida will continue to provide support to students as they transition to other institutions. Regarding specialized programs at MIC, Dr. Marshall shared that Regis College will be taking over the pre-dental, Associate of Science, and BS in dental hygiene programs. Regis will lease instructional space and equipment from UMass Amherst, and will provide student housing for MIC students. Transportation will also be made available for students to and from the Mt. Ida campus. Lasell College will offer MIC students admission in Fall 2018 for a BS in Applied Forensic Science.

The DHE sent a memo to all public colleges and universities on May 3rd outlining its expedited program review process for displaced MIC students. The DHE also created a teach-out authority application overview and template to facilitate program approval for several of the specialized programs. The following program proposals for teach out plans were received and approved:

- The AS & BS in Veterinary Technology; to be taught by UMass Amherst on the Mt. Ida Campus until 2022.
- The BS in Fashion Design; to be taught by UMass Dartmouth at UMass Dartmouth until 2022.
- The BS in Interior Architecture and Design; to be taught by UMass Dartmouth at UMass Dartmouth until 2022.

Dr. Marshall added that the DHE has been working with Cape Cod Community College and the accreditor for Funeral Services (ABFSE) to offer a teach-out option at Cape Cod. In addition, Framingham State University agreed to teach out the commercial photography program.

Next, Dr. Marshall informed the Board that Atlantic Union College (AUC), which was granted conditional degree-granting authority from the Board in June of 2013, will be closing effective June 20, 2018. AUC agreed to submit periodic reports on its status including: 1) efforts to secure accreditation, 2) enrollment numbers and 3) financial stability. AUC approached the DHE a year ago to request an extension of their conditional approval; this was around the same time they lost a significant portion of their financial subsidy from their conference. Dr. Marshall added that the DHE was concerned that AUC did not have a contingency plan in place to absorb this loss and, as a result, the DHE declined the institution's request for an extension of their conditional approval. In February 2018, AUC informed the DHE that it would be closing at the end of this academic year. AUC has 23 students enrolled in degree programs, the majority of which have been accepted and intend to transfer to Andrews University, another Adventist Institution, in Michigan. No further action is required by the Board, as AUC's approval was conditional for a set period of time. The DHE will continue working with AUC on the development of a final closure plan. Dr. Marshall noted that the most recent version of AUC's closure plan was received on May 29.

Next, Dr. Marshall gave an update on the Early College Designation process. She noted that a team of 15 reviewers from across DHE, DESE and EOE, reviewed 18 applications and conducted interviews with teams representing all 18 applications. On April 25, the Early College Joint Committee (ECJC) met and considered the first set of Early College Program designation recommendations, and designated 5 programs: 1. Bunker Hill Community College and Chelsea High School, 2. Bunker Hill Community College and Charlestown High School (C-Town Early College), 3. Holyoke Community College and Holyoke Public Schools, 4. Salem State University and Salem Public Schools and 5. Massasoit Community College and New Heights Charter School of Brockton). On May 3, 2018, all Early College applicants met as part

of a convening with EOE, DESE, and DHE to continue the learning process of delivering programs that ensure the long-term college and career success of students. The DHE and DESE will provide feedback and support to remaining applicant who wish to reach final designation.

The DHE released the Performance Incentive Fund (PIF) Request for Proposals (RFP) on May 29 with the caveat “pending funding”. The RFP provides awards up to \$200,000 for consortium proposals and up to \$100,000 for individual proposals. PIF funds continue to support innovative activities to increase access and completion rates and to close achievement gaps with a focus on four goal categories:

- Co-requisite at scale and multiple math pathways
- 100 Males to College
- Competency-based pathways in Early Education
- New approaches to Affordability and Student Success

This year’s PIF RFP provides a stronger focus on collaboration, project expansion, and sustainability. The DHE expects to announce awards by mid-August.

Dr. Marshall continued her updates by discussing On-line Education and Assessment. She reported that Associate Commissioner, David Cedrone, is leading this work in collaboration with representatives from all public colleges and universities, and that he represents the Commissioner as a member of the Governor’s Commission for Digital Innovation and Lifelong Learning. Dr. Marshall added that a working group on online learning, populated by campus liaisons to Massachusetts Colleges Online (MCO), is being formed with a target launch date of August 7 or 8. The working group will have the following near-term objectives:

- Develop a baseline description of Massachusetts public online learning system,
- Propose a future state framework reflecting relevant national trends,
- Conduct a current-to-future state gap analysis that will inform policy and programmatic recommendations to be presented to the BHE in the winter of AY2018/19.

Initial implementation of recommendations is expected to begin in the third and fourth quarters of FY19.

Dr. Marshall concluded her remarks by providing an update on two statewide conferences that were held in the spring: the Annual Statewide Assessment Conference and the Annual Statewide Civic Learning and Engagement Conferences. She noted that both events were well-attended, and that we have received positive feedback on the assessment conference. As in prior years, Campus Compact and the Edward M. Kennedy Institute were important partners in planning the Civic Learning and Engagement Conference.

#### **IV. MOTIONS**

##### List of Documents Used

*AAC Meeting PowerPoint, June 12, 2018*

*AAC Motions 18-28 through 18-30 new program motions*

*18-32 through 18-34 renewal of Commonwealth Honors Program*

*18-36 through 18-37 revocation of degree granting authority*

**A. AAC 18-28**

**Salem State University  
Bachelor of Science in Information Technology**

Deputy Commissioner for Academic Affairs and Student Success, Patricia Marshall, presented the program. Salem State University's (SSU) proposed program is expected to provide a high-quality, student-centered education that prepares students to contribute to a global society and serves as a resource to advance the region's cultural, social and economic development. This is consistent with SSU's mission. The proposed program will support the four primary goals of the recently approved strategic plan, including financial vitality; collaboration, inclusion and stewardship; academic excellence; and student success. SSU plans for articulated programs with community college partners in the region and the proposed program has been intentionally designed with an ABET (Accreditation Board for Engineering and Technology, Inc.) accreditation-ready course structure. A primary intent of the program is to include advanced skills within the degree content that will address the demand for trained knowledge workers in emerging IT areas. It is intended that students integrate a minor from another department to contextualize the study of information technology with an inter-disciplinary approach to learning that will extend to several other disciplines.

The external reviewers found that the program was designed to align with the Accreditation Board for Engineering and Technology criteria, and that it was developed as a tiered program that will ensure students engage in learning at the introductory through advanced levels. They noted that the proposal included detailed assessment protocols. The team also made suggestions for adjustments to the curriculum and better alignments to other majors. SSU responded by changing some of the courses within the curriculum.

Staff thoroughly reviewed all documentation submitted by the SSU and external reviewers. Staff recommendation is for approval of the proposed Bachelor of Science in Information Technology program.

Acting Committee Chair Dupuis invited comment. Seeing none, Acting Committee Chair Dupuis asked SSU if their program would have a credit cap like at BSU, where students are charged more for course credits once they exceed the cap, which at BSU is 18 credits. Acting Committee Chair Dupuis said she has noticed that the cap is often exceeded when students need pre-requisite courses and/or when they pursue a minor. David Silva, Provost at SSU, replied that SSU has the same course credit cap limits.

There being no further discussion, the following motion was duly made, seconded and approved unanimously by all board members present.

**AAC 18-28 APPLICATION FROM SALEM STATE UNIVERSITY TO AWARD THE  
BACHELOR OF SCIENCE IN INFORMATION TECHNOLOGY**

**MOVED:** The Board of Higher Education hereby approves the application of **Salem State University** to award the **Bachelor of Science in Information Technology**.

Upon graduating the first class from this program, Salem State 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, §9(b).

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

**B. AAC 18-29 University of Massachusetts Dartmouth  
Doctorate of Philosophy in STEM Education**

Deputy Commissioner for Academic Affairs and Student Success, Patricia Marshall, presented the program. The proposed Ph.D. program in STEM Education is intended to expand the existing Mathematics Education Ph.D. program at UMass Dartmouth (UMD) by adding concentration areas for science education and engineering education. UMD has planned the proposed program to align with its current Strategic Plan. UMD's established research programs in related sciences are expected to strengthen collaboration between the STEM fields, learning sciences, and education. In planning for the proposed program, UMD found that school districts in the region are in need of increased numbers of teachers in STEM education and more support in general for STEM teachers in districts. Integrated and student-centered experiences are planned to be at the heart of the program. A significant purpose of the proposed program is to develop stewards of the STEM disciplines with a strong sense of responsibility to the fields and to moving the discipline forward. UMD intends that students will develop, among other things, the knowledge and skills to reconstruct, appropriate, and add to the body of knowledge within their content concentration; explore different approaches emerging from research literature in STEM education; and conduct original research that contributes to the STEM education knowledge base.

Among the strengths that the external reviewers found was the faculty's academic breadth, quality of vision, and depth of research. The reviewers noted that employment opportunities are likely to go beyond positions in education institutions, citing informal science education environments, including museums, botanical gardens, zoos and non/for profit organizations. In particular, the external review found the Authentic Learning Research Internships to be a prominent and innovative offering. The review team validated the program design and implementation plan, and recommended that the value of student-centered experiences should be highlighted in marketing materials. They further recommended a focus on the analysis of big data with stronger linkage to public policy programs on campus, and that at least one additional faculty member at the level of associate professor or higher, should be appointed in science education. UMass Dartmouth responded with appreciation and in agreement with the recommendations.

Staff thoroughly reviewed all documentation submitted by the UMD and external reviewers. Staff recommendation is for approval of the proposed Doctor of Philosophy in STEM Education program.

Acting Committee Chair Dupuis invited comment. Seeing none, the following motion was duly made, seconded and approved unanimously by all board members present.

**AAC 18-29 APPLICATION FROM UNIVERSITY OF MASSACHUSETTS DARTMOUTH TO  
AWARD THE DOCTORATE OF PHILOSOPHY IN STEM EDUCATION.**

**MOVED:** The Board of Higher Education hereby approves the application of **University of Massachusetts Dartmouth** to award the **Doctorate of Philosophy in STEM Education**.

Upon graduating the first class from this program, the University of Massachusetts Dartmouth 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, §9(b).

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

Chair Nancy Hoffman arrived at the meeting at 9:30 a.m.

**C. AAC 18-30                      University of Massachusetts Lowell  
   Doctor of Philosophy in Applied Biology**

Deputy Commissioner for Academic Affairs and Student Success, Patricia Marshall, presented the program. The University of Massachusetts Lowell intends that the proposed Doctor of Philosophy in Applied Biology program will contribute to its mission by advancing research productivity, providing highly trained graduates to meet the increasing demands in the Merrimack Valley workforce, and by providing teaching assistants to educational programs at the institution. UMass Lowell intends that the proposed program will directly contribute to the goals of the current strategic plan, which calls for the development of new distinctive and interdisciplinary doctoral programs. The proposed program is intended to serve as a focal point for this purpose, bringing together life science research throughout UMass Lowell to foster collaboration, generate new joint-funding opportunities, and expand the overall scope of life sciences research. UMass Lowell asserts that growth in undergraduate enrollment has positioned the institution to recruit accomplished scientists to the Department of Biological Sciences. The increased number of faculty who are active tenured and tenure-track, and the growth of other biology-related disciplines on the UMass Lowell campus, contributes to an active community of biologists conducting research. A significant purpose of the program is to identify and recruit outstanding students to contribute to life sciences research as well as to the teaching mission of UMass Lowell.

An external review found the proposal to support the overall mission of the institution and to address a need with the infrastructure and to engage faculty in meaningful ways. The team noted that overall, the proposal is timely and thoroughly researched, and will complement other graduate programs at UMass Lowell. It was found to address local and national workforce needs. The proposal's broad list of possible mentors for an accepted 3-6 students per year was underscored as an important contributing factor to an increase in the research productivity and profile of biology faculty at UMass Lowell. The external reviewers identified strengths of the proposal to include the graduate-level training elements that will directly impact research productivity, a robust curriculum drawing from an existing framework while establishing new courses, experiential learning and internship opportunities, and the fact of the workforce need being so well-documented. The review team noted that this will be an important program for UMass Lowell and for the Merrimack Valley economy. The external reviewers emphasized that UMass Lowell has been an important part of the revitalization of the Merrimack Valley and in particular, its interaction with the biotechnology industry. The reviewers found the proposal to

have strong merit. The external review team raised a concern related to funding and other support for students serving as teacher assistants. They also remarked on the value of a composite admissions evaluation rather than a simple cut score. The team suggested strengthening the applied nature of the degree by leveraging other courses to reinforce the unique training goals being offered, and some modifications to the curriculum were suggested. The reviewers also recommended an increase in student opportunities to present research. UMass Lowell responded in agreement with the recommendations and made adjustments to the proposal prior to submitting it for board approvals.

Staff thoroughly reviewed all documentation submitted by the University of Massachusetts Lowell and external reviewers. Staff recommendation is for approval of the proposed Doctor of Philosophy in Applied Biology program.

Committee Chair Nancy Hoffman asked if members had questions. Seeing none, she asked how UMass Lowell was addressing the reviewers' concern related to funding and other support, such as training, for teacher assistants. UMass Lowell responded that they will provide support for teacher assistants, including a course in teaching and class management.

There being no further discussion, the following motion was duly made, seconded and approved unanimously by all board members present:

**AAC 18-30 APPLICATION FROM UNIVERSITY OF MASSACHUSETTS LOWELL TO AWARD A DOCTOR OF PHILOSOPHY IN APPLIED BIOLOGY**

**MOVED:** The Board of Higher Education hereby approves the application of the **University of Massachusetts Lowell** to award a **Doctor of Philosophy in Applied Biology**.

Upon graduating the first class for these programs, the University of Massachusetts Lowell 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, §9(b).

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

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

**D. AAC 18-31 CONSENT AGENDA**

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

- AAC 18-28 Salem State University  
Bachelor of Science in Information Technology
- AAC 18-29 University of Massachusetts Dartmouth  
Doctor of Philosophy in STEM Education
- AAC 18-30 University of Massachusetts Lowell  
Doctor of Philosophy in Applied Biology

Authority: Article III, Section 6, By-Laws

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

Committee Chair Hoffman turned the meeting over to Dr. Marshall to introduce the Commonwealth Honors Program (CHP) motions for reapproval. Dr. Marshall's presentation provided an overview of the program, its benefits and information on the reapproval process. The slides led into the motion for renewing the CHP programs on three campuses.

**E. AAC 18-32 Renewal of Framingham State University membership in the Commonwealth Honors Program**

Deputy Commissioner Marshall, presented the motion and shared the review team comments. The reviewers described the program as stable, well-managed, and thriving. They were impressed with the commitment of the students and faculty, as well as the full support of the administration. Within those areas the review committee recommended improvement, Framingham State University (FSU) was in agreement. Those areas included: 1) continued support of director and assistant director positions, 2) the development of partnerships with the Office of Institutional Advancement, 3) the expansion of honors course offerings and, 4) the promotion of institution's CHP status. DHE staff thoroughly reviewed all the committee documents and recommend the BHE approve the motion for renewal.

Following Dr. Marshall's summary, Committee Chair Hoffman invited questions from the Board. Seeing none, Committee Chair Hoffman asked FSU if they had any data on students who had graduated from the program. FSU responded that they do not track students after graduation. FSU did share that, anecdotally, the students do very well with many of them obtaining some type of post undergraduate degree.

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

**AAC 18-32 RENEWAL OF FRAMINGHAM STATE UNIVERSITY MEMBERSHIP IN THE COMMONWEALTH HONORS PROGRAM**

**MOVED:** The Board of Higher Education accepts the report of the Commonwealth Honors Program Executive Committee and renews the membership of Framingham State University in the Commonwealth Honors Program for six years, effective June 19, 2018.

Authority: Commonwealth Honors Program Approval Process Guidelines as revised by the Board of Higher Education in November 2006; G.L.c.15A, Section 9.

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

**F. AAC 18-33                      Renewal of Massasoit Community College membership in the Commonwealth Honors Program**

Deputy Commissioner Marshall presented the motion and shared the review team comments. The review committee was impressed with the collaborative leadership of the two directors and commented on the strong faculty support for the program on both campuses. Massasoit Community College (MCC) agreed to implement the following recommendations: 1) create one master list of all honors students on both campuses, 2) form more inclusive program advisory boards for each campus, including faculty and staff across disciplines and departments, 3) provide more consistent communication with all the honors students, including a re-design of MCC's Honors Program web pages. DHE staff thoroughly reviewed all the committee documents and recommend the BHE approve the motion for renewal.

Secretary of Education Designee Moreau asked what role differences exist, if any, between the Brockton and Canton directors. The representative from MCC replied that the Canton director identifies appropriate courses and co-curricular activities, develops the advising model and all the other program elements and the Brockton director focuses on student recruitment. FSU echoed MCC's comments about the benefit of having staff just devoted to recruitment.

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

**AAC 18-33                      RENEWAL OF MASSASOIT COMMUNITY COLLEGE MEMBERSHIP IN THE COMMONWEALTH HONORS PROGRAM**

**MOVED:**                      The Board of Higher Education accepts the report of the Commonwealth Honors Program Executive Committee and renews the membership of Massasoit Community College in the Commonwealth Honors Program for six years, effective June 19, 2018.

**Authority:**                      Commonwealth Honors Program Approval Process Guidelines as revised by the Board of Higher Education in November 2006; G.L.c.15A, Section 9.

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

**G. AAC 18-34                      Renewal of University of Massachusetts Amherst membership in the Commonwealth Honors Program**

Deputy Commissioner Marshall presented the motion and shared the review team comments. The review committee was impressed with the strong student-centered and analytically rigorous pedagogy that is the hallmark of Commonwealth Honors College (CHC) and the strong support from faculty for the program. UMass Amherst agreed to implement the following six review committee recommendations: 1) create focus groups of students of color to identify their ideas for events and guest speakers, 2) include the CHC in all data relevant reports developed by the Office of Institutional Research, 3) host workshops for department chairs regarding MOU's for joint faculty hires, 4) provide workshops for honors students transferring from other institutions of higher education, 5) promote advising programs currently available to CHC students, and 6) foster a relationship between CHC and the University's Development Office. DHE staff

thoroughly reviewed all the committee documents and recommend the BHE approve the motion for renewal.

Committee Chair Hoffman asked if UMass has outcome data on the CHP students. Katherine Newman, Senior Vice President for Academic Affairs and International Relations in the University of Massachusetts President's Office, answered that she was not familiar with the details of the data. She added that CHC is a very cost-intensive program, with the higher cost resulting partially from a smaller teacher to student ratio (i.e. smaller classes). Vice President Newman added that the Commonwealth is not providing sufficient funding to meet program needs. Secretary of Education Designee Moreau asked about the source of UMass Amherst's private philanthropy. Vice President Newman responded by sharing that the majority of funding, over \$2M, comes from the Boston Foundation and Bank of America. Vice President Newman made the point that the CHC used to have its own state budget line item. The private foundations have been willing to provide funding because they are encouraged by the program outcomes based, in part, on the high student graduation rate. Secretary of Education Designee Moreau inquired about alumni support, and Vice President Newman acknowledged more and more alums are helping to support the program. Dr. Marshall added that the University of Massachusetts Amherst hosted the latest statewide undergraduate research conference.

Committee Chair Hoffman acknowledged the arrival of Board Members Fernando Reimers and Henry Thomas at 10 am.

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

**AAC 18-34 RENEWAL OF UNIVERSITY OF MASSACHUSETTS AMHERST MEMBERSHIP IN THE COMMONWEALTH HONORS PROGRAM**

**MOVED:** The Board of Higher Education accepts the report of the Commonwealth Honors Program Executive Committee and renews the membership of University of Massachusetts Amherst in the Commonwealth Honors Program for six years, effective June 19, 2018.

**Authority:** Commonwealth Honors Program Approval Process Guidelines as revised by the Board of Higher Education in November 2006; G.L.c.15A, Section 9.

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

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

**H. AAC 18-35 CONSENT AGENDA**

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

- AAC 18-32 Renewal of Framingham State University in the Commonwealth Honors Program
- AAC 18-33 Renewal of Massasoit Community College in the Commonwealth Honors Program

AAC 18-34 Renewal of the University of Massachusetts Amherst in  
the Commonwealth Honors Program

Authority: Article III, Section 6, By-Laws

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

**I. AAC 18-36 Revocation of Degree Granting Authority for National  
Graduate School of Quality Management, Inc.**

Assistant General Counsel, Ashley Wisneski presented this motion.

Wisneski began her remarks by providing the historical context of National Graduate School of Quality Management, Inc. (NGS). NGS is a private, non-profit college founded in 1994 with a primary location in Falmouth, Massachusetts. NGS received degree granting authority from the Board of Higher Education (BHE) for their master's programs in 1997. Other states had authorized NGS to offer their bachelor's and doctorates, though Massachusetts had only permitted offerings for their master's programs.

In 2012, NGS faced press coverage detailing excessive compensations of their then president, Robert Gee, and his improper use of charitable funds on personal extravagances. The Attorney General's Office at the time launched an investigation into the governance and spending of NGS. In September of 2012, Robert Gee stepped down as President of NGS.

During this period, enrollment at NGS had severely declined and the institution had other issues with continued contracts with the U.S. Military. In 2014, NGS's new board of directors and leadership believed that it could turn their status around; however, by mid-2017, NGS had determined that: "school operations causing financial losses have deteriorated net asset value of the institution. The institution lacks sufficient capital resources to continue stand-alone operations of the degree programs."

This led NGS to enter into a merger conversation with the New England College of Business and Finance (NECB), a Boston-based, private, for-profit institution of higher education with a similar student body and programmatic offerings. This led to a wholesale transition of NGS's programs to NECB, and the subsequent closure of NGS as a separate institution.

Wisneski then concluded, BHE staff initially received notification of the proposed merger with NECB and closure of NGS through informal meetings during the spring and summer of 2017. The Department received formal notification of closure on December 1, 2017.

As part of the merger, NECB requested and received authority from the BHE to grant the NGS bachelor's and master's degrees. Students transitioned seamlessly to NECB, and curriculum, faculty, and cohorts remained the same. The merger was completed and all students transitioned by May 31, 2018. At the time of closure, NGS enrolled 154 students total, with 52 in the BHE-approved master's degree program.

Assistant General Counsel, Wisneski then asked if the Board had any questions.

Committee Chair Hoffman asked if there were any remaining students at NGS. Wisneski confirmed there were none. No further questions were asked.

Hearing no further discussion, Committee Chair Hoffman made the motion to revoke National Graduate School of Quality Management, Inc.'s degree granting authority. The motion was seconded and approved unanimously by all board members present as follows:

**AAC 18-36 REVOCATION OF DEGREE GRANTING AUTHORITY FOR NATIONAL GRADUATE SCHOOL OF QUALITY MANAGEMENT, INC.**

**MOVED:** The Board of Higher Education hereby approves the revocation of degree granting authority of **National Graduate School of Quality Management, Inc.**

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

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

**J. AAC 18-37 Revocation of Degree Granting Authority for Wheelock College**

Assistant General Counsel, Ashley Wisneski presented this motion.

Wheelock College is a private, non-profit institution of higher education with a primary location in Boston, MA founded in 1937 intended to train young women to be elementary education and nursery school teachers. In June 2017, press reports indicated that Wheelock was exploring discontinuing its undergraduate programs and selling campus property in order to stabilize and improve its financial situation. In response, BHE staff reached out to Wheelock to provide guidance on closure procedures and requirements.

In late August 2017, Wheelock representatives informed the DHE that Wheelock was entering into a formal merger with Boston University (BU), which would result in the creation of the Wheelock College of Education and Human Development at BU. It would also correspond with the closure of Wheelock as a separate institution.

Wheelock undertook a multi-month strategic planning process to look for options that would allow it to continue to educate students. This process resulted in the determination that affiliation with a larger institution of higher education presented the best approach to preserving the mission of Wheelock College. The terms of the merger with BU provided for many of Wheelock's programs to be transferred and/or merged with existing BU programs, the transfer of all credits earned at Wheelock to BU, and limited interruption for Wheelock students' education.

For students whose programs did not align with programs at BU, Wheelock entered into transfer agreements with institutions that did offer those programs and worked on an individual basis with Wheelock students to assist with placement and transfer. The cost of attendance and housing for Wheelock students would remain at Wheelock levels, and financial aid packages were similarly honored. All tenured faculty at Wheelock received offers of employment at BU.

The merger finalized at midnight on June 1, 2018. At that time, Wheelock enrolled 596 students.

Assistant General Counsel, Wisneski then asked if the Board had any questions.

No questions came before the board, though discussion took place. Board Member Fernando Reimers commented that he would be abstaining from the vote as his spouse works at Wheelock College. Dr. Marshall recognized the important work and efforts that both Assistant General Counsel Wisneski and others on the legal team accomplished. Committee Chair Hoffman seconded Dr. Marshall's comments and confirmed the importance of legal's works. Committee Chair Hoffman also raised a point of concern regarding the medium by which many have been receiving first notification of institutional closures. Commissioner Carlos Santiago responded by stating that a working group had been convened to address the concern and will meet on Friday, June 15, 2018.

Hearing no further discussion, Committee Chair Hoffman made the motion to revoke Wheelock College's degree granting authority. The motion was seconded and approved by board members present, with one abstention from Fernando Reimers. The motion is recorded as follows:

**AAC 18-37 REVOCATION OF DEGREE GRANTING AUTHORITY FOR WHEELOCK COLLEGE**

**MOVED:** The Board of Higher Education hereby approves the revocation of degree granting authority of **Wheelock College**.

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

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

The following consent agenda motion was brought forth, seconded and approved with one abstention by Fernando Reimers:

**K. AAC 18-38 CONSENT AGENDA**

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

AAC 18-36 Revocation of Degree Granting Authority for National Graduate School of Quality Management, Inc.

AAC 18-37 Revocation of Degree Granting Authority for Wheelock College

Authority: Article III, Section 6, By-Laws

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

**L. AAC 18-39 Police Education and Training**

List of documents used:

*Commissioner's Ad Hoc Committee on Police Education and Training: Final Report and Recommendations (June 2017)*  
*Report from the Working Group for Review of the Board of Higher Education's Guidelines for Criminal Justice and Law Enforcement Academic Programs. (May 2018)*

Deputy Commissioner Marshall provided an overview of the Department's work in the space of police education and training that highlighted the PCIPP/Quinn bill, the 2003 *DHE Guidelines for Criminal Justice and Law Enforcement Programs*, and the creation of the Ad Hoc Committee on Police Education in November of 2016. She outlined the rationale for the creation of the ad hoc committee, focusing on the changing landscape of higher education which allows for more access to a credential through the development of PLA and various other forms of credit. She reminded the committee that the PCIPP guidelines explicitly disallow awarding credit for prior learning experience, military experience, or police academy training toward classes or degrees in criminal justice. Deputy Commissioner Marshall stated that police training has become more complex, requiring skills in interpersonal communication, psychology, cultural competency, and other disciplines. She directed board members to the newest report, *Working Group to Review the BHE Guidelines for Criminal Justice and Law Enforcement Academic Programs*, commissioned by Commissioner Santiago, to develop recommendations for the second and third charges. Comprised of criminal justice faculty from the community college and state university sectors, as well as criminal justice/law enforcement officials, the Working Group reviewed the most recent version of the BHE Guideline from 2003 and proposed revisions that would accommodate the awarding of credit for prior learning. Of note, the group agreed that, with recent changes in the Police Academy curriculum, there is a critical need for higher education faculty to collaborate with the Municipal Police Training Committee (MPTC) staff to discuss pedagogy and assessment for training with the goal of preparing students for PLA assessment. It was the consensus of the group that a pathway or similar "on ramp to college" between the academy and higher education would not only assist recruits who wish to continue their education, but would also benefit communities by creating opportunities to ensure that Massachusetts cities and towns enjoy a better educated police force. To meet these needs, the Working Group encouraged the DHE to create a state-wide PCIPP Advisory Group to engage in best practice research and support ongoing collaboration between the various stakeholders. This group would include sustained efforts to ensure alignment between police training and higher education in the state. In mid-May 2018, the Working Group's report was circulated to campuses for comments that were due by May 29, 2018.

At this point, Committee Chair Hoffman thanked Dr. Marshall saying she felt the reports moved the BHE in the right direction. She also wondered about the direction of other states. Clea Andreadis, Associate Provost at Bunker Hill Community College and Chair of the Work Group, stated that the Group did not find consistent models across the country.

Board Member Reimers inquired about inclusion and equity in the training programs. Dr. Andreadis said different programs highlighted these attributes to different degrees depending on the location of the training. She added that there were significant numbers of trainees of color across the programs. Board Member Reimers mentioned Harvard's hiring of former Moore House College vice president for diversity and the benefits of having a position devoted to this issue. He was concerned the DHE does not have a similar position to ensure full inclusion concerning this matter. Dr. Andreadis assured Board Member Reimer of the working group's commitment to diversity, adding that diversity is embedded in the curriculum. Further, the working group created a crosswalk leading towards an accreditation in deep knowledge of diversity.

Committee Chair Hoffman inquired what the next steps would be if the committee accepts the reports. Dr. Marshall replied that the department intends to form a third group to create a crosswalk between Police Academy Courses and higher education and to suggest revisions to the PCIPP annual report template.

Dr. Marshall concluded her presentation by sharing campus feedback on the Working Group's report. The University of Massachusetts Lowell (UML) questioned the Working Group's lack of representation from the UMass campuses. Mass Maritime Academy requested that other professions, such as emergency management, be considered for Quinn Bill eligibility, and Bristol Community College recommended that, for the sake of consistency, the DHE should take the lead to "orchestrate [the] development of a statewide [credit for prior learning] tool to be used by all state colleges and universities".

Vice President Katherine Newman asked to be recognized and expanded on UML's concern of being excluded from the work when UML has the largest and most esteemed criminal justice program within the MA public higher education system. Michael Vayda, Provost at UML, echoed Dr. Newman's comments about UML's criminal justice program. He also added that even though the Working Group invited UML to review and comment on the reports and UML was very happy to participate, he would have liked to have been invited to participate on the Working Group. Dr. Marshall assured them that they will be included in the next phase of the work, adding that a letter will go out to all campuses asking for nominations of individuals willing to serve. Commissioner Santiago added that the DHE invites UMass to participate in all campus initiatives. He also added that participation is voluntary.

Committee Chair Hoffman asked if such a prior learning tool, as suggested from BCC, would be for all programs or just police and the answer was "just police". Continuing, she asked if CLEP (College Level Examination Program) is helpful to prior learning. Dr. Marshall confirmed that CLEP is definitely helpful in the evaluation of prior learning and added that the American Council on Education (ACE) also provided a good model.

Secretary of Education Designee Moreau and Board Member Reimers expressed concerns about the recommendation of the Ad Hoc committee regarding a minimum educational requirement of an associate degree for all police officers. Secretary of Education Designee Moreau expressed some concerns regarding the potential responses to the requirement. Member Reimers questioned whether the requirement would make police departments less diverse at a time when more diversity is needed. Dr. Andreadis explained that diversity was a priority for all. She added that CJ programs tend to be very diverse racially and ethnically, so the requirement may actually help.

Board member Reimers recommended that for Phase 3 of the work the committee members look to answer the following questions: "What does a police officer in the 21<sup>st</sup> century look like? What do we want our police officers to know?" He also asked that the future committee research police departments across the world as models.

Secretary of Education Designee Moreau said he would abstain from voting and asked if the focus of the police training was on an associate degree. Dr. Andreadis answered yes and said our campuses would offer credit for prior learning. Students used to get credit for going through the police academy, but the reports recommend giving course credit for prior learning done through skills assessment. Board Member Reimers encouraged the Working Group to review the DHE nursing model as a good 21<sup>st</sup> Century skills-based example. Board Member Reimers

did not feel the working group gave enough consideration to what police need in the 21<sup>st</sup> Century to help them leapfrog to the needs of the future. Dr. Marshall expressed appreciation for the comment and assured Board Member Reimers that the identification of 21<sup>st</sup> Century skills will come in the creation of the assessment tool. Board Member Thomas added that the training needs to go all the way to the top and suggested that the work include the perspective of the Department of Justice. Committee Chair Hoffman stated that she would like to have the working group come back to the Board providing information on the current curriculum. Commissioner Santiago made the point that the problem that came to the DHE was very targeted and specific. Board Member Thomas thought the DHE started at the wrong point in focusing on very specific issues related to police education and training. Committee Chair Hoffman encouraged the working group to consider both specific and broad issues. She added that the work needs to be broad enough to encompass what police training should look like in the 21<sup>st</sup> century while also considering best practices. She also acknowledged that the grand vision cannot always be carried out due to the limited capacity of the DHE.

**AAC 18-39 ACCEPTANCE OF THE REPORTS ISSUED BY THE AD HOC COMMITTEE ON POLICE EDUCATION AND TRAINING AND THE WORKING GROUP FOR THE REVIEW OF THE BHE GUIDELINES FOR CRIMINAL JUSTICE/LAW ENFORCEMENT ACADEMIC PROGRAMS.**

- MOVED:** The Board of Higher Education hereby accepts the following two reports:
- 1) Commissioner's *Ad Hoc Committee on Police Education and Training: Final Report and Recommendations (June 2017) (Attachment A)*; and
  - 2) *Report from the Working Group for Review the BHE Guidelines for Criminal Justice and Law Enforcement Academic Programs (May 2018) (Attachment B)*.

The Board expresses appreciation to both groups for their work. The Board directs the Commissioner to work with stakeholders, including representatives from the Executive Office of Public Safety and Security (EOPSS) and institutions of public higher education, to further develop the recommendations of the reports. The Board further directs the Commissioner to periodically report back to the Board on the Department's progress in this regard.

- Authority:** Massachusetts General Laws Chapter 15A, Section 9 and 6.  
**Contact:** Patricia A. Marshall, Ph.D., Deputy Commissioner for Academic Affairs and Student Success

**M. AAC 18-40 Revised Program Approval Process for Public Institutions**

Deputy Commissioner Marshall provided an overview of the Department's work on the revised program approval process for public institutions starting with background information, the rationale and the timeline. She reiterated the three established high-level areas the Board will

take under consideration in its review of the Letter of Intent: 1) alignment with MA goals for public higher education, 2) alignment with campus strategic plan and 3) alignment with operational and financial objectives of the institution. Additionally, she outlined the new two-phase process: 1) Phase 1: Letter of Intent and Board Vote on Approval Track and, 2) Phase 2: Preparation, Submission, and Review of Full Program Proposal. Dr. Marshall emphasized that the updated procedure had been vetted with and accepted by the campuses.

Committee Chair Hoffman began the comment period by highlighting that the culmination of the work is about providing a review process that is based in ensuring an education system better aligned to the Commonwealth's goals for public higher education. Board Member Thomas asked if the issues with UMass were addressed and turned to Vice President Katherine Newman, for input. Committee Chair Hoffman asked for Dr. Newman to withhold comment until Dr. Marshall completed her presentation and all Board members got to speak.

Dr. Marshall concluded her presentation by identifying the new pathways possible for campuses after the AAC Committee reviews the LOI, provides feedback, and votes. Those two pathways were Fast Track and Standard Process.

Secretary of Education Designee Moreau asked about the possibility of campuses resubmitting an LOI if they were not offered fast-track review. Dr. Marshall answered that the need is procedurally unnecessary, and General Counsel Papanikolaou confirmed the reply by reminding Board Members that campuses can 1) Retract an LOI with a new LOI sent or 2) follow the process as shown.

Board Member Reimers commented that on the surface the process seemed logical and efficient. He then asked about the duration and cost of the revised procedure. Specifically, he wanted to know if the DHE had figured out the new timeline and if the new process will result in additional time or cost. Dr. Marshall answered that a full proposal comes at a substantial cost to a campus, and that the new process has the potential to reduce the cost for those green lighted. Dr. Hagan responded that the standard process will be more costly and time consuming because the campuses are coming to the Board twice. Commissioner Santiago added that the new process might be more work for the BHE, but that the process is better for the system. Committee Chair Hoffman added that she thinks the new process will change the way the board thinks about and assesses new academic programs. The new process will require the board to stay at a higher conceptual level. Board Member Thomas expressed concern around the LOI – i.e. those that do not meet the three-tiered goals. He asked if the process would allow the campus to appeal the BHE decision on the LOI. General Counsel Papanikolaou spoke making the point that as the purple box in the PP slide shows, the BHE cannot reject an LOI. Additionally, campuses can still appeal any proposal the Board rejects. Secretary of Education Designee Moreau remembered the campuses expressing the desire for their local boards to do a more thorough review before the LOI goes to the DHE and asked if the DHE process would require a second peer review. Dr. Hagan responded saying part of the application requires an external review. If an institution follows the current standard process and sends an LOI then it prevents a second review. Committee Chair Hoffman sought clarification regarding whether the new process requires one or two peer reviews. Dr. Hagan replied there was only one. Secretary of Education Designee Moreau expressed concerns regarding the potential of the new procedure putting campuses in a difficult position in having to submit the LOI prior to the preparation of a full proposal. He asked Dr. Newman if she had similar concerns. Dr. Newman stated that she did not share this concern, but that the information required at the LOI stage of the process would need to be clear and that the quality of the feedback provided by the BHE on the LOI would be essential. Dr. Newman added her

appreciation to the DHE leadership, and Deputy Commissioner Marshall in particular, for listening and acting upon the concerns raised by the campuses. She described the revised procedure as an elegant solution and she added that the process forced UMass to reconsider their own internal review and improve upon it. The LOI template will be critical and she hopes the DHE will turn to UMass for input. Dr. Marshall assured Dr. Newman that she would. Committee Chair Hoffman agreed with Dr. Newman's comments and also agreed that the success of the revised procedure will be in the details of the LOI.

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

**AAC 18-40 REVISED PROGRAM APPROVAL PROCESS FOR PUBLIC INSTITUTIONS**

- **MOVED:** The Board of Higher Education hereby 1) adopts the revised procedures for new academic program proposals for the Commonwealth's Public Institutions of Higher Education program, 2) charges the Commissioner of Higher Education to develop an implementation plan, which shall include working with representatives from public higher education to finalize the Letter of Intent template and 3) declare the revised procedures supersede any past policies or practices of the BHE governing the same subject.

Authority: M.G.L. c. 15A,§9; M.G.L. c. 15A §22; and M.G.L. c. 75 §1A.

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

**V. OTHER BUSINESS:**

There was no other business.

**VI. ADJOURNMENT:**

On a motion duly made and seconded, the meeting adjourned at 11:36 a.m.