

## **BOARD OF HIGHER EDUCATION**

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June 19, 2018  
9:00 a.m.

Massachusetts College of Art and Design  
Design and Media Center  
Huntington Studio, 3<sup>rd</sup> Floor  
621 Huntington Ave  
Boston, MA

### **Meeting Minutes**

A meeting of the Board of Higher Education (BHE) was held on Tuesday, June 19, 2018 in the Design and Media Center at Huntington Studios, at the Massachusetts College of Art and Design at 621 Huntington Ave, Boston, Massachusetts.

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

Chris Gabrieli, Chair  
Sheila Harrity, Vice Chair  
Alex Cortez  
Danielle Dupuis, Student Member, Bridgewater State University  
Nancy Hoffman  
Tom Hopcroft  
J.D. LaRock  
Paul Mattera  
James Peyser, Secretary of Education, Ex-Officio  
Henry Thomas  
Paul Toner

Carlos E. Santiago, Commissioner and Secretary to the Board

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

Fernando Reimers

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

Chairman Chris Gabrieli called the meeting of the Board of Higher Education (BHE) to order at 9:16 a.m.

### **II. PUBLIC PARTICIPATION**

Chair Gabrieli noted that there were two requests for public participation, and introduced Mr. Joseph McCarthy. Mr. McCarthy described his long-term work and interest in Massachusetts higher education policy since the 1970s, and informed the Board of his concerns with regard to the preservation of college records, college catalogues, payroll records, and personnel records of closed institutions of higher education. Specifically, Mr. McCarthy communicated that it may be difficult for former employees and professors of the now-closed Mount Ida

College to be able to obtain verification of their employment as they move on to teach or work for other institutions of higher education; and that the issue of records maintenance from closed institutions is one that should be resolved.

Chair Gabrieli then invited Ms. Margaret Wong, President of the Massachusetts Community College Council (MCCC) to speak. She stated her remarks would be in regard to contract negotiations with MCCC which have been protracted, and the BHE's role in this matter. Tomorrow is her first board meeting and she wants to be able to report that negotiations are moving forward and not backwards. She added that she feels the MCCC is being attacked, and she wants to clear the air and move forward.

Chair Gabrieli remarked that there are usually no question and answer sessions for public comments, but he then turned the meeting over to Commissioner Santiago to respond to Ms. Wong. Commissioner Santiago stated that the BHE has representatives that negotiate contracts, including Deputy Commissioner for Finance and Administration Tom Simard, campus presidents, and Michael Murray, DHE Director of Employee and Labor Relations, who rely on salary parameters that speak to the state's fiscal status. He noted that this is no different from other collective bargaining negotiations and the main issue, salaries, is dependent on the state's fiscal parameters at the time. The Commissioner then invited Deputy Commissioner Simard to offer comments. Deputy Commissioner Simard cited G.L. ch. 150E and remarked that the DHE is happy to negotiate within the given parameters, and the financial aspect is limited to what the Legislature allows. Board member Toner asked what the BHE's statutory obligation is, as the BHE has never been asked to vote on labor relations or final contracts. General Counsel Dena Papanikolaou confirmed that under law, the BHE is the employer of record, but the BHE has historically delegated to the Commissioner and his staff the authority to execute the labor contracts on behalf of the BHE. She added that the DHE should be expected to provide and does provide periodic status reports in the FAAP committee.

### **III. Board of Higher Education Motions- Presidential Appointments**

#### List of Documents Used:

*BHE 18-06- Greenfield Community College Presidential Appointment*  
*GCC Summary of feedback received on GCC Presidential Appointment*  
*BHE 18-07 Massasoit Community College Presidential Appointment*

Chair Gabrieli turned to the first agenda item and stated that we have two presidential candidates who have joined us today. He stated that they would begin with the Greenfield Community College appointment and introduced GCC Board of Trustees Chair Robbie Cohn and Dr. Yves Salomon-Fernandez, the recommended appointee. Chair Gabrieli invited Commissioner Santiago to offer remarks.

Commissioner Santiago began by noting that conducting presidential searches is one of most important responsibilities of local boards of trustees. He stated the process is relatively straightforward, as outlined in the BHE guidelines: the local board selects a committee chair and search committee, and the DHE designates a staff member to be part of the search committee. Generally, the institution will recommend a search firm, and the process is launched. Both institutions followed the process laid out in the guidelines, but these two campuses had very different timelines: GCC was completed in record time and Massasoit Community College was a much longer search process.

Commissioner Santiago added that today's recommended appointments represent an important change in our cadre of leadership at our community colleges. Assuming favorable outcomes today, there will be eight female community college presidents, which contributes to the important goal of diversifying our leadership. He additionally remarked that these were both very strong applicant pools, and interestingly, both candidate pools included sitting presidents. The Commissioner then turned the meeting over to GCC Board Chair Robbie Cohn.

Mr. Cohn gave a brief overview of the timeline of the search. In December, the board appointed a search chair, and subsequently they selected eleven people to be part of the search committee. Pat Marshall, Deputy Commissioner for Academic Affairs and Student Success, was designated as the DHE staff member. The search committee hired RH Perry as the search firm. Out of a pool of 51 candidates, the committee narrowed it down to eleven, and then five semi-finalists. GCC Chair Cohn noted that Commissioner Santiago and the Secretary interviewed all five semi-finalists. GCC board was very impressed with the pool of candidates. After interviewing all semi-finalists and careful deliberation the GCC board selected Dr. Yves Salomon-Fernandez on a unanimous vote.

Mr. Cohn then passed out a document which provided an overview of the highlights of the feedback gathered on Dr. Yves Salomon-Fernandez during the search process. Comments included praise for her inclusiveness, data knowledge, leadership ability, her approachable nature and good sense of humor, and finally, an observation that "she knows what she doesn't know." On April 27, Dr. Salomon-Fernandez was interviewed by the GCC Board of Trustees, who noted that she is a lifelong learner with an extraordinary education who speaks four languages, is familiar with Massachusetts higher education, and wants to be in Greenfield. He then turned the meeting over to Dr. Salomon-Fernandez to offer remarks. Dr. Salomon-Fernandez summarized her work experience and noted her enthusiasm for the position, stating that she was very impressed with Greenfield and that she fell in love with the community and the rural area. She is looking forward to returning to Massachusetts and to advance opportunities for the Pioneer Valley.

Commissioner Santiago remarked that Dr. Salomon-Fernandez served as the interim president for MassBay and he is delighted she is coming back to Massachusetts public higher education.

The BHE engaged in a brief discussion. Board member Hoffman asked Dr. Salomon-Fernandez to comment on rural innovation. She responded that rural communities have experienced a loss of industry and business, and Boston has limited ability to take on new businesses and residents. Asking, "Where will these people go?" she remarked that the Pioneer Valley can offer industries with difficulty finding places to expand their businesses opportunities for growth and expansion; Governor Baker has identified these areas as opportunity zones, and there are many promising factors to distinguish Greenfield. Board member La Rock asked her to identify what leaders or institutions she considers as models of leadership for community colleges. Dr. Salomon-Fernandez referenced the Dallas community college system, which is not just addressing social and education issues, but also economic development and race relations, and also Florida, which has exceptional leaders and schools.

There being no further discussion, Chair Gabrieli called for a motion on BHE 18-06. On a motion duly made and seconded, all BHE members in attendance voted unanimously in favor of the appointment.

**BHE 18-06 GREENFIELD COMMUNITY COLLEGE PRESIDENTIAL APPOINTMENT**

**MOVED:** The Board of Higher Education hereby approves the May 15, 2018 recommendation of the Greenfield Community College Board of Trustees recommending Yves Salomon-Fernandez as President of Greenfield Community College. Such appointment is effective on or about August 30, 2018, is subject to the successful and satisfactory completion of a State Policy background check, and is subject to and in accordance with the attached terms and conditions of appointment.

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

Contact: Constantia T. Papanikolaou, General Counsel

Chair Gabrieli turned to the next agenda item, the Massasoit Community College presidential appointment, and asked Commissioner Santiago to offer remarks. Commissioner Santiago stated that Senior Deputy Commissioner Clantha McCurdy was the DHE staff representative on the search committee. The search committee hired a search firm and had an exceptional pool that included two sitting presidents, including Dr. Gena Glickman, the recommended candidate. Dr. Glickman has a very impressive background and is currently the president of a large community college in Connecticut. He remarked that both he and Secretary Peyser interviewed all the candidates in the pool, and he would recommend Dr. Glickman without hesitation.

Chair Gabrieli thanked the Commissioner for his remarks. Noting that Massasoit Board Chair Harnais had not yet arrived, Chair Gabrieli asked that Senior Deputy Commissioner McCurdy begin the discussion. Senior Deputy Commissioner McCurdy stated that she was delighted to introduce Dr. Glickman as the selection. The process started in May 2017 and ended in April of this year. There were 52 candidates and the committee advanced ten to the board of trustees, and three candidates were brought back for a second interview. Chair Harnais arrived and Senior Deputy Commissioner McCurdy turned the meeting over to him. Chair Harnais continued to describe the process, noting that President Charles Wall announced his retirement in January 2017, and Chair Harnais took over as a trustee midway through the pending search process. He stated that the board was very impressed with Dr. Glickman and her commitment to students. In that regard, he referenced Dr. Glickman's comments that no student should graduate with debt, which takes into consideration the adult learner population. The committee was looking for a president that will bring partnerships within the community and create internships for their students. He concluded that she is a natural fit, and then invited Dr. Glickman to make remarks.

Dr. Glickman thanked the BHE and stated that it is her honor and privilege to be here. She remarked that one of the things of which she is most proud is that at her previous institution, she took her foundation from \$2 million to \$20 million, and less than 2% of their students have debt. That is largely due to the grants and partnerships she established in

her community. She continued that community colleges are the answer to a vibrant economy, as well as partnerships with businesses and K-12. She added that Massachusetts feels like home and she is honored to be here.

The BHE engaged in a brief discussion. Board member La Rock asked about benchmarks for her figures on student debt at her previous institution. Dr. Glickman remarked that it included IPEDS data. She remarked about capital campaigns and donors' investments in the college, and cited some examples of each. She additionally remarked that all of their students received mentoring and coaching from a financial advisor. Board member Hoffman asked Dr. Glickman to elaborate on her background in the arts. She responded that her background is in sculpture and noted that the arts have sharpened her attention and focus and have allowed her to see the world in a qualitative way; she sees connections and this translates to her work with students.

There being no further discussion, Chair Gabrieli called for a motion on BHE 18-07. On a motion duly made and seconded, all BHE members in attendance voted unanimously in favor of the appointment.

#### **BHE 18-07 MASSASOIT COMMUNITY COLLEGE PRESIDENTIAL APPOINTMENT**

**MOVED:** The Board of Higher Education hereby approves the May 15, 2018 recommendation of the Massasoit Community College Board of Trustees recommending Gena Glickman as President of Greenfield Community College. Such appointment is effective on or about July 30, 2018, is subject to the successful and satisfactory completion of a State Policy background check, and is subject to and in accordance with the attached terms and conditions of appointment.

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

Contact: Constantia T. Papanikolaou, General Counsel

#### **IV. WELCOME**

Chair Gabrieli introduced David Nelson, President of Massachusetts College of Art and Design and invited President Nelson to offer remarks.

President Nelson stated that the Massachusetts College of Art and Design is a historic institution. This college was founded in 1870 to fuel the creative economy, and is the first and only stand-alone public arts institution, known around the country and the world as MassArt. The institution is *par excellence* for an art and design school. He continued that the state of the school is quite strong; enrollment is strong, their alumni are remarkable and they enjoyed the largest incoming class in the history of the institution last year, 71% of which are Massachusetts residents. He noted that retention and graduation rates remain quite strong and they moved from a deficit budget two years ago to a balanced budget this year, which includes the completion of a \$12 million project to enhance space. He stated that enhanced gallery space is opening in Fall 2019. He then highlighted some accomplishments of MassArt students, including those selected for a prestigious internship program at Mullen Lowe, and for the second year in a row, they have a Fulbright awardee. He then showed a brief video about the students. At the conclusion of the video, President Nelson welcomed everyone to MassArt.

## **V. MINUTES**

Chairman Gabrieli brought forth a motion to accept the minutes of the May 1, 2018 BHE meeting. The motion was seconded and the minutes were approved unanimously by all Board members present.

## **VI. REMARKS AND REPORTS**

### **A. CHAIRMAN'S REMARKS**

Chair Gabrieli stated that there are two recognitions. First, for President Robert Pura of GCC who is retiring after a long and illustrious career. He then read a resolution that highlights Dr. Pura's many accomplishments in his years in Massachusetts public higher education and then invited Dr. Pura to make remarks.

Dr. Pura stated that it truly has been a great privilege to serve for the last 40 years, and he thanked all his colleagues for their hard work and for the opportunity to serve them and the talented students at Greenfield. He remarked that community colleges are all doing more with less, which is not a sustainable model, and it is all because of the hardworking faculty and staff. Students are all truly the lifeblood of the future, and he asked why are we not prioritizing them and stepping up to the plate to ease the financial burden for our students. He reflected on the value of community colleges and their connection to a successful democracy and the Commonwealth. He concluded his remarks by thanking the BHE.

Chair Gabrieli then recognized Danielle Dupuis for her service as the student BHE member. He congratulated Ms. Dupuis on her graduation and acceptance to Boston College for graduate school and remarked that she was an exceptional and diligent student member.

Chair Gabrieli then noted that this would be BHE member Henry Thomas' last meeting and he read a resolution that highlighted Mr. Thomas' many accomplishments and contributions to Massachusetts public higher education. He then invited Board member Thomas to offer remarks. Board member Thomas thanked Chair Gabrieli, and stated that he is honored to have had the opportunity to serve the Commonwealth and two governors, Deval Patrick and Charlie Baker, as well as for the opportunity to serve the students, the DHE Staff and the BHE. He expressed a special appreciation for Commissioner Santiago, Chair Gabrieli and Secretary Peyser. He noted that he had previously served on the Board of Elementary and Secondary Education (BESE). He remarked that it has been a labor of love for him to be engaged in the higher education space, which is critically important because it is the last step in the education pipeline before one becomes employed. He concluded by recognizing and thanking his wife, who was in attendance, and his family.

Chair Gabrieli invited the BHE to take a short recess.

Chair Gabrieli called the meeting back to order at 10:48 a.m. He offered brief remarks. Reflecting on the work underway, he stated that he is excited about long-term projects such as remediation reduction, the work on financial aid redesign, the Commonwealth Commitment, and the work resulting from the recent closures and mergers-- including

analysis on how to ensure our campuses are fiscally sound, and lastly the work DHE staff did to get us into the State Authorization Reciprocity Agreement (SARA). He remarked that the BHE will continue to foster innovation, and referenced the convening of the digital innovation and lifelong learning initiative. He concluded his remarks by stating that next year will be a big year for all of us; the BHE has a lot to do.

## **B. COMMISSIONER'S REMARKS**

Commissioner Santiago stated that in the interest of time, he would leave the bulk of his comments for his "End of Year Report," which is upcoming on the agenda. He thanked MassArt and President Nelson for hosting today's meeting, and acknowledged the campus presidents in attendance: President Ellen Kennedy of Berkshire Community College, President Bob Pura of Greenfield Community College, President James Mabry of Middlesex Community College, President Valerie Roberson of Roxbury Community College, President Fred Clark of Bridgewater State University, President Frances McDonald of Massachusetts Maritime Academy, President Ramon Torrechila of Westfield State University, and President Barry Maloney of Worcester State University. He additionally recognized Vincent Pedone and Gretchen Manning from the segmental Executive Offices. He then thanked Presidents Kennedy and Clark for their service as the segmental representatives for the Council of Presidents.

## **C. SECRETARY OF EDUCATION'S REMARKS**

Secretary Peyser began his remarks by referencing the working group tasked to address abrupt campus closures in the wake of the Mt. Ida closure. He stated that the group is starting to make specific recommendations about the data that they will collect, and how to manage and use that data to make informed decisions. He continued that it has become clear that there will likely be adjustments to the BHE's statutory authority to ensure that they have sufficient authority to make changes necessary to ensure transparency, and to provide protections for students who attend institutions in financial distress. He noted that they are considering requiring institutions to provide data on fiscal health, as well as to develop contingency closure plans that provide sufficient notice to students and staff. An effort will be made to ensure that the policies adopted are not overly burdensome to institutions, but are targeted and effective.

Secretary Peyser continued his remarks by noting that it is budget season. He stated that additional early college funding and a proposed increase in funding for financial aid for community college students are in one budget but not the other, and are therefore up for debate in Conference..

## **D. REPORTS FROM PRESIDENTS**

- **Community College Presidents' Report**

Before beginning her remarks, President Kennedy acknowledged and thanked BHE member Thomas for his service. She then noted that today, she and President Clark will present their final updates, adding that it has been an honor and a pleasure to engage with Mr. Thomas and with the BHE this past year. She noted on July 1, she will be handing the mantle to Valerie Robeson, President of Roxbury Community College. She extended her well wishes

for a speedy recovery to Bill Hart, Executive Officer of the Massachusetts Community College Executive Office, and thanked Gretchen Manning for assuming the leadership role in his absence.

President Kennedy also congratulated the two new community college presidents appointed today. She recognized President Pura is in the “final victory lap” of his presidency and is the longest serving President in the entire system. She remarked that she has been fortunate to work so closely with him, and that he has been wonderfully supportive in providing advice, feedback and being a great listener. He has been an important voice within the Council of Presidents, and on the regional, Commonwealth and national stages. President Kennedy wished President Pura well in his retirement.

She continued, stating that she looked forward to the Commissioner’s end of year report later today, and added that this year there were many challenges, but we found ways to work together, to learn from each other and to speak with one voice on important issues. She noted that these are challenging times in higher education, as the world struggles with sense-making and anxiety, and sometimes anger permeates our campuses; helping channel that anger, in healthy ways, is becoming a focus. She noted the opioid crisis, suicide and domestic violence have taken the lives of our students and members of their families, and students wrestle with food insecurity and homelessness, and rising education costs. She continued that campuses are not just in a reactive mode. Despite the onslaught of issues and concerns, they remain focused on how to address the changing needs of the economy, transferring students, and diverse populations by offering new programs, new certificates, and new partnerships with local, regional and national businesses, with our four-year partners, and with each other. In this last month, the Presidents met with Commissioners’ Carlos Santiago, Jeff Riley and Tom Weber and are excited to partner with each of them to help the Department of Early Education and Care, the Department of Elementary and Secondary Education and the Department of Higher Education achieve their respective and collective goals.

She continued that Sunday’s Boston Globe featured a story by Evan Horowitz on “Why Regional Economies Still Matter.” This seemed particularly prescient given the Governor’s Workforce Skills Cabinets and the narrative that each of our communities would share about our individuality. Massachusetts is different; it relies on intellectual capital and the excellent work ethic of its citizens. She stated that the community colleges look forward to working with the BHE to meet the needs of Massachusetts families and the Commonwealth’s economy.

- **State University Presidents’ Report**

President Clark thanked Chairman Gabrieli, Secretary Peyser, Commissioner Santiago, and the BHE for the opportunity to provide an update on the Massachusetts State University System. Before giving his remarks, he acknowledged and thanked Board member Thomas for his many years of service on the UMass board of trustees and his service as UMass representative to the BHE, additionally noting his work with the Urban League of Springfield and his lifelong commitment to betterment of our Commonwealth. He then welcomed Michael O’Brien to the board and remarked that both he and his colleagues look forward to working with him and his colleagues on the UMass board of trustees.

He remarked that this is his final segmental report, as he is completing his tour-of-duty as chair of the COP; noting the state university presidents have selected Admiral Fran McDonald

as chair of the State University Council of Presidents, and President Richard Lapidus as vice-chair. President McDonald is looking forward to building upon our successes and working to strengthen partnerships with all public higher education stakeholders, especially those with colleagues at the community colleges, UMass, the Commissioner and this board.

President Clark continued that he has had the great fortune to serve in a number of different roles within the Massachusetts public higher education system, and all those roles have afforded him the opportunity to see our public higher education system from a variety of vantage points. He learned that the best way to move our public colleges and universities forward is to work closely with all higher education stakeholders. He then thanked Commissioner Santiago and the talented team of dedicated professionals at the DHE. He remarked that through the Commissioner's leadership and willingness to work with our state universities over the past year, we have moved a meaningful and forward-thinking agenda for our 29 public higher education institutions. He noted the many accomplishments over the past year, as highlighted in the Commissioner's end of year report, could not have been realized without all of us embracing a new spirit of trust and collaboration.

President Clark thanked President Kennedy for her efforts over the past year, noting she is also a product of public higher education, and fully appreciates the value of state university and community college collaboration. With this new commitment of collaboration, the state university and community college COPs developed a public higher education advocacy campaign. The two COP groups began meeting jointly to focus on better alignment of our two segments, and our state universities and community colleges have numerous examples of shared campus services. They continue to expand our joint purchasing efforts and initiatives, and a number of state universities and community colleges have entered into MOUs opening up state university dorm rooms to community college students. The state universities and community colleges have, for a very small investment, completely redesigned the Mass Colleges Online platform and with the Commonwealth joining the State Authorization Reciprocity Agreement (SARA), look forward to expanding distance learning opportunities.

President Clark remarked that this is just the beginning. The community colleges, state universities and UMass are discussing the framework for a common application for public higher education institutions; the three segments, along with the DHE, have come together to support and grow the Honors Undergraduate Research Conference. They have expanded the number of 2+2 programs with the community colleges and many of our campuses have established 3+1 agreements with the UMass Law School. He remarked that as he and President Kennedy reported at the May BHE meeting, state university and community college presidents visited Rowan University, a four year state university in New Jersey, to learn about their innovative partnerships and dual enrollment program with two neighboring community colleges. The state universities are committed to developing a suite of clinical doctorate degrees, and welcome UMass to join them in this effort.

President Clark then provided a brief update on some state university COP related matters, including teacher preparation programs, and the newly established State University Educator Alumni Award. This award honors one outstanding state university graduate from each campus teaching in a Massachusetts classroom. With Massachusetts leading the nation in the performance of our K-12 public school students, the state universities are proud to be the single largest educator of Massachusetts public school teachers.

President Clark concluded his remarks by stating that he and his state university colleagues are proud that the nine campuses offer undergraduate and graduate programs ranging from the fine arts to marine engineering, nursing programs to business management, social work to the social sciences, and education preparation programs to biology and chemistry degrees. There are small specialty schools and large comprehensive universities. The greatest strength of the state universities is our diversity. Not only in the array of academic programs but with our student body and across our nine-member campus communities. We are committed to providing pathways to the most affordable and high quality, four-year degree opportunities in the region.

## **E. REPORT FROM STUDENT ADVISORY COUNCIL**

Chair Gabrieli turned the meeting over to student Board member Danielle Dupuis. She reported that the leadership team for the summer will be led by Charles Santamaria, who is the interim SAC chair. She welcomed the new community college segmental representative Stephanie Texiera, and the new BHE student member Kush Patel from UMASS Boston, noting his determination and willingness to learn.

She noted that this is her last meeting and she was honored to serve in this important capacity. She expressed gratitude for Massachusetts public higher education and the opportunities that it creates for students. She thanked President Clark and the BHE.

## **VII. MOTIONS**

### List of Documents Used:

*AAC 18-31 through 18-40*

*FAAP 18-19 through 18-21*

*BHE 19-08 through 18-10*

### **A. Academic Affairs**

Chairman Gabrieli turned the meeting over to Academic Affairs Committee (AAC) Chair Nancy Hoffman. Chair Hoffman reported that the AAC covered many different areas last week at their meeting, including three program approvals, the Commonwealth Honors Program, Police Education and Training, and the Revised Program Approval Process for Public Institutions.

She then asked for a motion for AAC 18-31, items AAC 18-28 through AAC 18-30 on a consent agenda. On a motion duly made and seconded, AAC 18-31 was unanimously approved by all Board members present, without discussion.

### **AAC 18-31 CONSENT AGENDA AAC 18-28 through AAC 18-30**

**MOVED:** The Board of Higher Education hereby 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 and Student Success

Committee Chair Hoffman then called for a motion on AAC 18-35, items AAC 18-32 through AAC 18-34 on a consent agenda regarding Commonwealth Honors Program Renewals. She remarked that these are all very strong programs that help gifted students find their way into high-level positions. On a motion duly made and seconded, AAC 18-35 was unanimously approved by all Board members present, without discussion.

**AAC 18-35 CONSENT AGENDA AAC 18-32 through AAC 18-34**

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

AAC 18-32 Renewal of the Framingham State University in the Commonwealth Honors Program

AAC 18-33 Renewal of the 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: Winifred M. Hagan, Ed.D.  
Associate Commissioner for Academic Affairs and Student Success

Chair Hoffman continued that next motions to be considered are two degree revocations. She called for a motion for AAC 18-38, items AAC 18-36 and AAC 18-37 on a consent agenda. On a motion duly made and seconded, AAC 18-38 was unanimously approved by all Board members present, without discussion.

**AAC 18-38 CONSENT AGENDA 18-32 through AAC18-34**

**MOVED:** The Board of Higher Education hereby 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: Winifred M. Hagan, Ed.D.  
Associate Commissioner for Academic Affairs and Student Success

Chair Hoffman continued by providing an overview of motion AAC 18-39, Police Education and Training. She remarked that at the April AAC meeting, the committee heard from President Lane Glenn from Northern Essex Community College and Deputy Commissioner Marshall regarding the Ad Hoc Committee on Police Education and Training. The committee also heard from Deputy Commissioner Marshall and Clea Andreadis from Bunker Hill Community College regarding the efforts of the Working Group's Review of the BHE Guidelines for Criminal Justice and Law Enforcement Academic Programs.

Secretary Peyser remarked that he was appreciative of the task force and the work, specifically in the alignment of training and coursework. He expressed concern with mandating associate's degrees because of the short-term impact on hiring people of color or veterans in certain communities. He specifically was concerned with the word "advance" and stated he would be more comfortable with the word "develop," noting he believes there needs to be further discussion. Commissioner Santiago thanked the Secretary for his comments and remarked that the report does not mandate minimum degree requirements and he acknowledged the significant implications for the communities that cannot afford it. He noted that he views this change as a "friendly amendment" and it is reasonable; the focus of the work has been on the pathway from the police academy into the education sector and the intent was not to force communities to make changes. Chair Hoffman remarked that there was extensive discussion on credit for prior learning. General Counsel Dena Papanikolaou remarked that this is a friendly amendment that can be modified now, but asked whether that proposed change is intended to affect the last sentence that refers to a periodic reporting requirement. The general consensus was that it would not. Board member Toner remarked that he appreciates the comments from Secretary Peyser and does not want to see anyone prevented from achieving this career, but believes there should be further requirements beyond high school.

There being no further discussion, Chair Hoffman called for a motion on AAC 18-39 with the inclusion of the friendly amendment. On a motion duly made and seconded, AAC 18-39 was unanimously approved by all BHE members present.

**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 of the BHE Guidelines for Criminal Justice and Law Enforcement Academic Programs (May 2018) (Attachment B).*

The Board expressed 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 help 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

Chair Hoffman continued by providing an overview of AAC 18-40, the Revised Program Approval Process for Public Institutions. She remarked that the AAC and DHE staff have been working with the campuses on this project and the Committee is pleased with the direction we are moving. She noted that after long conversations, the AAC has come up with a better way of doing program reviews that aligns with strategic planning for the campuses and the Commonwealth. She thanked Deputy Commissioner Marshall, for her work on this matter. Deputy Commissioner Marshall thanked General Counsel Papanikolaou and Associate Commissioner Winnie Hagan for being thought partners on this project and helping to develop the final solution.

Board member Thomas expressed his appreciations, on behalf of UMass, for the thoughtfulness, accommodations, and willingness of the BHE to look at multiple sides and for demonstrating that good faith negotiations can be productive.

Chair Hoffman stated that with the new process, each campus will provide a letter of intent when they intend to create a new academic program which will be much earlier in the process. This will allow them to get feedback from the BHE earlier in the process and will ensure alignment to their strategic plan. There is a fast track option, so if approved at the letter of intent phase, the proposal itself will no longer go before the full BHE after it is developed. She remarked that the new process responds better to the needs of the quickly changing workforce. She acknowledged that there may be a need to make some modifications as the process moves forward. Board members Thomas, Harrity and Secretary Peyser all expressed gratitude to Chair Hoffman and Deputy Commissioner Marshall and the DHE staff for their work on this matter.

There being no further discussion, Chair Hoffman called for a motion on AAC 18-40 on the Revised Program Approval Procedure for Public Institutions. On a motion duly made and seconded, AAC 18-40 was unanimously approved by all BHE members present.

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

**MOVED:** The Board of Higher Education hereby adopts the “Revised Procedures for New Academic Program Proposals for the Commonwealth’s Public Institutions of Higher Education” (Attachment A). The BHE further charges the Commissioner to develop an implementation plan, which shall include working with representatives from public higher education institutions to finalize the Letter of Intent template.

The Revised Procedures for New Academic Program Proposals for the Commonwealth’s Public Institutions of Higher Education supersede any past policies or practices of the BHE governing the same subject, subject to the implementation timeline established by the Commissioner.

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 and Student Success

**B. Fiscal Affairs and Administrative Policy**

Chair Gabrieli turned the meeting over to acting FAAP Chair Paul Toner, who provided a summary of the discussion at the recent FAAP meeting. Chair Toner reported that the Committee considered three motions: the MSCBA: Approval of Massachusetts Maritime Academy Student Activity Project; Non-Unit Professional Leave Accruals Effective Date; and the Middlesex Community College Building Naming. The committee also received updates on the status of collective bargaining agreements, the FY19 Operating and Capital Budgets, and the status of the State’s Auditor’s Review of Financial Aid Programs. General Counsel Dena Papanikolaou and Deputy Commissioner for Administration and Finance Tom Simard briefed the members of the Committee on the status of the State Auditor’s review of certain financial aid programs. The audit is nearing completion, and it is expected that the final report will be released over the summer. There have been no material changes to the preliminary findings, most of which had been identified by Department staff and many corrective actions have been taken.

Chair Toner then called for a motion on FAAP 18-19 MSCBA: Approval of Massachusetts Maritime Academy Student Activity Project. On a motion duly made and seconded, FAAP 18-19 was unanimously approved by all BHE members present, without discussion.

**FAAP 18-19 APPROVAL OF MASSACHUSETTS STATE COLLEGE BUILDING AUTHORITY STUDENT ACTIVITY PROJECT**

**MOVED:** MASSACHUSETTS STATE COLLEGE BUILDING AUTHORITY STUDENT ACTIVITY FOOD SERVICE EXPANSION MASSACHUSETTS MARITIME ACADEMY

1. The Commissioner of Higher Education (the "Commissioner") is authorized and directed in the name and on behalf of the Board of Higher Education (the "Board") to make a written request to the Massachusetts State College Building Authority (the "Authority") that the Authority initiate the projects described in EXHIBIT A attached hereto.
2. The Commissioner and all other officers of the Board, each acting singly, are authorized to request the Commissioner of Administration to approve in writing the initiation by the Authority of the projects for which a request is hereby authorized, and to do such other things and to take such other action as the officer so acting shall, as conclusively evidenced by the taking of such action, deem necessary or desirable to be done or taken to carry into effect the matters hereby authorized.

Authority: Massachusetts General Laws Chapter 15A, Section 6

Contact: Thomas J. Simard, Deputy Commissioner for Administration & Finance

Chair Toner continued by calling for a motion on FAAP 18-20, which seeks a technical amended to the leave policy for non-unit professionals at community colleges and state universities. On a motion duly made and seconded, FAAP 18-20 was unanimously approved by all BHE members present, without discussion.

**FAAP 18-20 AMENDED LEAVE POLICIES FOR NON-UNIT PROFESSIONALS AT COMMUNITY COLLEGES AND STATE UNIVERSITIES**

**MOVED:** FAAP 16-32 is hereby amended to establish July 1, 2019 as the effective state that employees will forfeit any days in their balance above the limit of 50 vacation days. The Board further delegates to the Commissioner the authority to ensure that all applicable policies and agreements are consistent with this amendment.

Authority: M.G.L. c. 15A, §6 and 9; FAAP 16-32

Contact: Thomas J. Simard, Deputy Commissioner for Administration and Finance

Chair Toner continued by calling for a motion on FAAP 18-21, which names Middlesex Community College's Academic Arts Center in honor of Nancy Donahue. Commissioner Santiago remarked that this is an important initiative because it launches a capital campaign for the college. On a motion duly made and seconded, FAAP 18-21 was approved unanimously by all BHE members present.

**FAAP 18-21 NAMING OF MIDDLESEX COMMUNITY COLLEGE'S ACADEMIC ARTS CENTER IN HONOR OF NANCY DONAHUE**

**MOVED:** The Board of Higher Education hereby approves the request of the Middlesex Community College Board of Trustees to name the college's Academic Arts Center in honor of Nancy Donahue.

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

**Contact:** Thomas J. Simard, Deputy Commissioner for Administration & Finance

Chair Toner then turned the meeting over to Deputy Commissioner Simard for an update on the status of contract negotiations. Deputy Commissioner Simard remarked that it has been a busy year for collective bargaining. An agreement was reached in April, and the state university faculty reached an agreement last month. He reported the AFSCME contract came out of mediation last week, noting the parameters of all three contracts are within the guidelines set by the Legislature. He remarked that revenues continue to be above benchmark thresholds and it is looking very promising. The last contract being negotiated is the MCCC, which is currently with a mediator. He concluded by stating that even though the BHE does not set the parameters, this Board has consistently made recommendations to fully fund collective bargaining within the guidelines and do not want to pass along any increases to the students.

**C. Board of Higher Education Motions**

Chair Gabrieli stated that before turning to other actions before the Board, he wanted to acknowledge the Strategic Planning Committee (SPC) meeting last Tuesday. Holyoke Community College and Quinsigamond Community College had their Touch Point II meetings with the SPC and we look forward to receiving their strategic plans for Touch Point III. He referenced the earlier discussion on program approvals and the connection to the work of the SPC and to performance measurement and thanked Commissioner Santiago and Deputy Commissioner Marshall for the work.

He continued that next up for consideration is the BHE schedule for the upcoming fiscal year. He added a friendly reminder to Board members that the statute says "a member of the board shall cease to be a member if he is absent from four regularly scheduled meetings during an academic year." DHE staff will send invites later today so these meetings will be on all our calendars. He then called for a motion on BHE 18-08, the BHE Fiscal Year 2019 Meeting Schedule. On a motion duly made and seconded, BHE 18-08 was unanimously approved by all BHE members present, without discussion.

**BHE 18-08: BOARD OF HIGHER EDUCATION FISCAL YEAR 2019 MEETING SCHEDULE**

**MOVED:** That the Board of Higher Education approve the schedule of regular board meetings for Fiscal Year 2019, as presented by the Commissioner.

Authority: G.L. c. 15A § 4(f); *By-Laws of the Massachusetts Board of Higher Education*, Articles II and III.

Contact: Constantia T. Papanikolaou, General Counsel

Chair Gabrieli continued by introducing the next motion BHE 18-09, the delegation of summer authority to the Commissioner. On a motion duly made and seconded, BHE 18-09 was unanimously approved by all BHE members present, without discussion.

**BHE 18-09: DELEGATION OF SUMMER AUTHORITY TO THE COMMISSIONER**

**MOVED:** The Board of Higher Education delegates to the Commissioner until the next regularly scheduled meeting of the Board its authority to take such action, in consultation with and upon the advice of the Chair or Vice Chair of the Board, as is deemed necessary or desirable.

Authority: Massachusetts General Laws Chapter 15A, Section 6

Contact: Constantia T. Papanikolaou, General Counsel

Chair Gabrieli then asked Deputy Commissioner Marshall, Director Christine Williams, and DESE Deputy Commissioner Jeffrey Wulfson to present on the next motion. As a way of background, at the January joint meeting of the BHE and the Board of Elementary and Secondary Education (BESE), both Boards passed a resolution charging the Departments to develop recommendations to increase the opportunity for course taking in computer science in high school, and to increase interest in pursuing postsecondary education and careers connected to computer science. This motion is in connection with an anticipated action by BESE next week to amend MassCore to encourage rigorous computer science course taking in high school.

Deputy Commissioner Marshall provided background information on the motion effort to significantly expand computer science offerings at the high school level, noting the word “equitable” is key in all of these efforts, to ensure students are prepared to pursue this throughout the entire state. She continued that staff of both departments consulted many stakeholders to provide input on these issues. DESE Commissioner Jeffrey Riley will be recommending the BESE to amend MassCore to allow for computer science. This aligns with a national trend to allow states to use computer science as a graduation requirement, in some cases to replace foreign language or an elective requirement, noting that our current standards allow for this substitution. She continued that the proposed amendment that any computer science course allowed as a substitute must include rigorous math and science components. BESE will be meeting next week to consider this proposal. The motion would encourage the development of a long term strategy to enable more students graduating from Massachusetts public high schools to study computer science/computational thinking as part of

MassCore, and to increase the number of students interested in computer science as a field of study in postsecondary education-- and, by extension, those students interested in pursuing careers in technology following graduation from a postsecondary institution. She remarked DHE staff will continue to work with DESE, as teacher preparation is a key element to this initiative.

Board member Thomas stated that this is “music to his ears” and is a wonderful avenue to help teachers. Deputy Commissioner Wulfson remarked that one piece of the puzzle is that we will need teachers to teach computer science, so it will be necessary to get teachers up to speed. Board member Hopcroft stated that he applauds this collaboration and these programs can be used to address achievement gaps. Deputy Commissioner Wulfson responded that urban schools are only half as likely to be offering computer science and this is a real access and equity issue. Board member Hoffman remarked that the biggest issue she sees is faculty able to teach these courses. Deputy Commissioner Wulfson responded that getting the relevant technology into our high schools is also a barrier. Director Williams responded that finding faculty because of private sector competition is also a challenge on our public campuses.

Board member Toner stated that he appreciates the work going on at in the high schools, but perhaps high school is too late especially when considering reducing gender and achievement gaps. He additionally remarked that we should integrate and engage the business sector to find ways to bring in experts to teach computer science.

Secretary Peyser stated that addressing the high school curriculum is the lynchpin to this matter, and until we address the high school curriculum issue, we will not be able to address it in other areas. He added that this is an exciting moment for Massachusetts, and even though it may seem small, it is critical to ensuring that Massachusetts remains competitive.

There being no further discussion, Chair Gabrieli called for a motion on BHE 18-10. A motion duly made and seconded, BHE 18-10 was unanimously approved by all BHE members present.

**BHE 18-10 RESOLUTION REGARDING MASSCORE AND INCREASING ACCESS TO HIGH SCHOOL LEVEL COMPUTER SCIENCE COURSES**

**MOVED:** Subject to BESE’s passage of the aforementioned amendment to MassCore (Attachment A), the Board of Higher Education hereby charges the Commissioner of Higher Education to work with the Commissioner of Elementary and Secondary Education to identify the criteria necessary for computer science courses to be included as substitutions for MassCore mathematics and laboratory science courses, for the purpose of, among other things, ensuring alignment with admissions requirements for the state’s public colleges and universities. Said criteria shall:

- 1) Be developed in consultation with disciplinary experts in the higher education community and shall ensure sufficient course rigor, course quality, and student preparedness for college-level course taking; and
- 2) Ensure alignment with parallel efforts to develop Math Pathways from pre-kindergarten through four years of postsecondary education (P-16 Math Pathways)

The identification of said criteria and courses shall be completed by December 31, 2018, following which the Commissioners shall report back to their respective boards.

Authority: M.G.L. c.15A, §9(u)

Contact: Patricia A. Marshall, PhD., Deputy Commissioner for Academic Affairs and Student Success  
Christine Williams, Director of Strategic Initiatives for Academic Affairs and Student Success

Tom Hopcroft excused himself from the meeting at 12:17 p.m.

## **VIII. PRESENTATIONS**

### **A. Performance Measurement Update**

Chair Gabrieli stated there are two very important presentations remaining, and then turned the meeting over the Commissioner Santiago to introduce the first presentation, an update on Performance Measurement.

Commissioner Santiago stated that performance measurement is an important component to having our 29 institutions working in concert, which will allow us to thrive. Having a single data center with measurable outcomes will keep us accountable. He then introduced Senior Associate Commissioner Jonathan Keller and Mr. Dennis Jones from the National Center for Higher Education Management Systems.

Senior Associate Commissioner Keller stated that assessment is important to determine how well we are doing as a system. He introduced Mr. Jones, noting that he is a national leader in assessment. Mr. Jones stated that it is a privilege to come before the BHE as an outsider, and that he has spent fifty years working in data and information, and how it informs policymaking and leadership. He began the presentation with an overview of why performance measurement is important; noting that it promotes proactive rather than reactive policymaking. He noted the overlap between state and institutional goals, and then the hierarchy between what happens in the classroom and state government. He continued by presenting on the characteristics of a good accountability system, and cited the state of Tennessee as an example of strong goals and strong policy around those goals, as well as proactive policymaking. He added that Tennessee shifted their focus to adult learning because of their metrics and policy agenda, and they have justified their capital budget with state goals. He continued by presenting on good accountability system metrics, the role of

good data systems and leadership and oversight capacity. He concluded the presentation by stating that Massachusetts is on the right track for building a strong accountability system.

Board member Harrity excused herself from the meeting at 12:30 p.m.

After the presentation, the BHE engaged in a discussion. Commissioner Santiago noted that the DHE has been developing the performance measurement system for the last year and expects to come to the BHE at the end of the calendar year with recommendations. He stated that campuses have been involved. He asked Mr. Jones, based on the progress we have made, where does he see us at the end of the year? Mr. Jones responded that the technical part of this task is a one-month problem, but it is the consensus-building task that is the challenge. He remarked that the end of the year target is reasonable. Secretary Peyser remarked that Massachusetts has assembled a beautifully-designed system that includes all the right metrics, with a Tableau visual representation of it, and it tells us whether we are plodding along or just mediocre. He asked if there are places that are making really good use of the data, and as a follow up, how do you create a culture of improvement that causes data to be an accelerant? Board member Hoffman noted that the last time we considered performance measurement as a board, the big sticking point from the institutions was that they did not want to reveal their goals or metrics. Mr. Jones responded that the important question to ask is what is the institution's contributions to the state goal? He cited Tennessee and Oregon as states who were able to use data effectively to drive policy. He thanked Secretary Peyser for his comments on culture changes to get campus buy in, and noted that Tennessee has the most aggressive performance funding model in the country; essentially all of their money goes out through performance and then that becomes a strong motivator for the presidents to encourage work and see results at the campus level. He remarked there is no substitute for good campus leadership. Board member Mattera asked about comparative analysis with other states. Mr. Jones responded that there are several states that have better data systems including Tennessee and Colorado and remarked that there is difficulty in getting data from the independent sector; the key is asking for data in a way that is not intrusive but lets us do our job.

Chair Gabrieli thanked Senior Associate Commissioner Keller and Mr. Jones for their presentation.

## **B. Commissioner's Year-End Report**

Chair Gabrieli turned the meeting over to Commissioner Santiago for the final presentation, his end of the year report.

Board member Hoffman excused herself from the meeting at 12:55 p.m.

Commissioner Santiago thanked his staff at the DHE, thanked Chair Gabrieli and his campus partners for a successful year. He remarked that when he first arrived at the Department in 2013, about 60% of community college students needed remediation, and to him that was a call to action, which the campuses have accepted and acted upon. Between that time period in 2013, and all the initiatives to address remediation, that number has gone down by over 3,000 students, which is a reduction by about 50%. He continued that retention rates did not drop and success rates have actually increased, noting our state universities have enjoyed success rate increases of 8% from 2005-2011. Salem State University and Mass Maritime Academy have increased success rates 10% over that time period, and North Shore

Community College and Bunker Hill Community College have enjoyed increases in success rates as well.

He continued his presentation by providing an overview of the DHE's "Big Three" priorities and how the DHE is achieving these objectives. He then highlighted the major initiatives supporting first of the "Big Three" priorities, which is making college more accessible and affordable, including MassTransfer and the Commonwealth Commitment. He remarked that Massachusetts has transitioned from an observer to a leader on transfer student policies, noting the inclusion of part time students. He also commented on the financial aid redesign study; DHE staff are currently getting feedback from the campuses and we will come back before the BHE with recommendations later this year. There is additionally a financial aid Business Process Review (BPR) wrapping up in the financial aid office. The BPR will guide the new state financial aid system, which will better integrate with the state accounting system. We want to create a financial aid system that incentivizes success. Commissioner Santiago noted that the Governor's budget recommendation includes funding to support unmet need for community college students. In addition, he referenced the work underway to support food insecurity and homelessness and open educational resources (OER). He cited the accomplished goal of State Authorization Reciprocity Agreement (SARA), membership and implementation, noting that the Department started accepting applications yesterday.

Commissioner Santiago continued the presentation by highlighting initiatives that support the second of the "Big Three" priorities: closing achievement gaps. This includes early college programs, which involves DESE and DHE working in coordination, the expansion of the 100 Males to College program and a community college consortium agreement for competency-based approaches to early childhood education. He continued by highlighting the initiatives supporting the third "Big Three" priority: improving college completion rates, which includes remediation reduction efforts, the ongoing performance measurement system and system-level data analytics platform and STEM Starter Academies. He concluded the presentation by highlighting other initiatives specific to occupations, BHE Committees, campus-based initiatives, K-12/Higher Ed Alignment initiatives and efficiencies in DHE operations.

Board member Thomas congratulated the Commissioner on a successful year.

## **IX. OTHER BUSINESS**

There was no other business.

## **X. ADJOURNMENT**

There being no further business, Chairman Gabrieli adjourned the meeting at 1:22 p.m.

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