

## BOARD OF HIGHER EDUCATION

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December 11, 2018  
10:00 a.m.

Roxbury Community College  
Student Commons, Academic Building 3  
1234 Columbus Avenue  
Roxbury Crossing, MA 02120

### Meeting Minutes

A meeting of the Board of Higher Education (BHE) was held on Tuesday, December 11, 2018 in Student Commons in Academic Building 3 at Roxbury Community College (RCC) at 1234 Columbus Avenue in Roxbury, Massachusetts.

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

Alex Cortez  
Chris Gabrieli, Chair  
Sheila Harrity  
Nancy Hoffman  
Tom Hopcroft  
J.D. LaRock  
Paul Mattera  
Kush Patel, Student Member  
James Peyser, Secretary of Education, Ex-Officio  
Fernando Reimers  
Paul Toner  
Stephanie Texeira, Non-voting Student Advisor, Community College Segment

Carlos E. Santiago, Commissioner and Secretary to the Board

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

Michael O'Brien

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

Chair Chris Gabrieli called the meeting of the Board of Higher Education (BHE) to order at 10:07 a.m.

### **II. PUBLIC PARTICIPATION**

Chair Gabrieli remarked that there were no requests for public participation today.

### **III. WELCOME**

Chair Gabrieli introduced RCC President Valerie Roberson and thanked her for hosting the Board meeting. He invited her to offer remarks.

President Roberson thanked Chair Gabrieli and the BHE and welcomed those in attendance to RCC. She remarked that they are pleased to host the BHE and have the opportunity to introduce them to RCC and to their students. She continued that their students are diverse; 85% are students of color and 69% are women. Many are immigrants, English language learners and non-traditional; the average age of an RCC student is 29. Further, many RCC students are parents and balance school with many other work and family obligations. She continued that RCC is preparing students to meet the needs of an evolving workforce, either by preparing them for employment immediately after RCC or after completing another degree at a different campus. Given their goals to prepare leaders, RCC has considered how to give students work experience on campus and off campus, and they offer many experiential educational opportunities. They have benefitted from private sponsorships and have newly renovated learning spaces, including 10 science labs that have been updated in this building. A recent \$3 million grant allowed the purchase of new lab equipment and these improvements make RCC labs as competitive as other labs in Boston. Additionally, they added new space for allied health programs including eight spaces that allow for the simulation of patient experiences in real life scenarios to use the very same equipment as they will in the workplace. She remarked that these spaces are the result of partnerships with private industry. These business partnerships have also developed internships for work experience for their students.

RCC has also partnered with Year Up, an organization that provides urban young adults with skills and experience and support to help them reach their full potential. Students in Year Up take courses in information technology or business and then complete internships at major companies like Amazon. President Roberson then introduced two students, Jahari Orji and Rose Umarove and invited them to speak about their experience at RCC.

Mr. Orji remarked that prior to his involvement with Year Up and RCC, he had been working in construction and that Year Up has given him valuable skills including working on a team and interacting with his peers, as well as some specific job skills to prepare him for the internship. He expressed his appreciation for his participation in the program.

Ms. Umarove remarked that she is 20 years old and participates in the Year Up in the IT program. She had previously attended a different college but had to stop due to financial reasons. She stated that Year Up does a wonderful job preparing students for jobs and helps them stand out and succeed in any environment. Ms. Umarove described her experience of taking classes and then completing an internship through the program, and stated that it helped her build connections. She additionally remarked on the benefit of earning credits, as well as earning the stipend, and stated that she wants to get her bachelor's degree someday. She thanked President Roberson and the BHE for the opportunity to speak.

After Ms. Umarove and Mr. Orji spoke, the BHE engaged in a brief question and answer period about their experiences in the Year Up program at RCC and congratulated them on their accomplishments. President Roberson thanked the BHE again for visiting RCC.

#### **IV. ACCEPTANCE OF MINUTES**

Chair Gabrieli brought forth a motion to accept the minutes of the October 23, 2018 BHE meeting. The motion was seconded and the minutes were approved unanimously by all Board members present.

#### **V. REMARKS AND REPORTS**

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

### List of Documents Used

- *December 7, 2018 Memorandum from BHE Chair re: "The Equity Priority at the Massachusetts Board of Higher Education."*

Chair Gabrieli began his remarks by referencing a memo circulated to the BHE about their strategic framework and the BHE's priority of how to make our system work better for the students who are historically underserved. He stated that he and the Commissioner want to focus their remarks on where they are in addressing this priority and their strategic agenda. This priority is different from other states who are focused on increasing enrollment generally. He continued that in Massachusetts, our enrollment numbers are impressive, but in this state almost 60% of white adults have a college degree, but that figure is only 25% for adults of color. He stated that he wanted to highlight that adopting this priority does not mean we have achieved it, nor is it fresh. This in some cases is the result of years of work, and he referenced that there are other initiatives that fit with this narrative. He continued that our job is to ask how we can accelerate this narrative, and then highlighted actions the BHE will act on as a part of our efforts to advance this.

First, the Executive Committee is inviting the BHE segmental representatives to join them, and they have adopted a plan which they will be asking for the BHE to support which would put a lot more specificity behind the quantitative measures to assess this priority. This includes the new performance measurement system, as well as seeking out "game changers." These gaps are so significant that in order to realize big differences, we cannot just try a little harder. Further, regarding the placements for college credit bearing course changes, this represents an important moment to change a 20-year old policy to now have a more diverse set of criteria on how many students get caught in developmental education. We will also be mentioning discretionary money in the dual enrollment fund to fund a per-student amount. These actions give us the opportunity to affect thousands of students, and we will need to talk about things that will affect thousands of students in order to make changes. He continued that the memo highlights the fact that we are all going to have act and work differently to have the different outcomes. Additionally, he wants to change how we organize BHE meetings to affect this change and to support these priorities. He continued that it will be necessary to turn to a much wider civic and philanthropic set of partners to achieve this. He concluded his remarks that he finds this to be an important part of this narrative, and he hopes that the BHE can come to each meeting and be precise about how are working towards this, and assess if we are doing what needs to be done.

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

Commissioner Santiago began his remarks by welcoming everyone in attendance and thanking the Board. He thanked RCC for hosting, and acknowledged the Presidents in attendance: Valerie Roberson of Roxbury Community College, Christina Royal of Holyoke Community College, Javier Cevallos of Framingham State University, Francis McDonald of Massachusetts Maritime Academy, Ramon Torrecilha of Westfield State University, Barry Maloney of Worcester State University and Ellen Kennedy of Berkshire Community College. He additionally acknowledged Vincent Pedone and Gretchen Manning from the segmental Executive Offices.

The Commissioner then acknowledged DHE staff members Keith Connors, Leslie Garcia, Joe Wallerstein, and Ashley Wisneski for their recent Performance Recognition Citations. These four DHE colleagues contributed greatly to the Department and Board members congratulated them for their hard work and tireless efforts. Commissioner Santiago also recognized Chief of Staff Elena Quiroz-Livanis for being selected as a Complete

College America Fellow. He cited Ms. Quiroz-Livanis' ability to describe the work on a national scale and how leaders from other states look to Massachusetts to see what and how we are doing.

He referenced a presentation from the Massachusetts Taxpayers Foundation he was asked to attend about a week ago on performance based funding; he had real reservations about it because although the formula would have worked really well until 2010 when enrollments were growing, it would not work so well now. He used the term "game changers" and was asked more about it; one of these game changers is remediation. Remediation is a huge obstacle for our students who use financial aid for courses that do not count for credit, and we know that students do not progress successfully on this track. We need to change this. He continued that the campuses have been right there with us experimenting, but we have done it in the Massachusetts way very deliberately, and we have evidence to support our recommendations. He then cited other examples of game changers, such as early college. He remarked that we are in the beginning stages of early college and are trying to develop a funding formula that works; we know that if our students enter college having already completed a successful college course their chance of success is much higher. The new performance measurement system is another example, and as these discussions on a strategic framework with the campuses are continued, we know this is something worth having a conversation about a new direction for our institutions on work we know they are already doing.

The Commissioner remarked that at the BHE retreat in September, they discussed the glory years for higher education and it was during that time our country experienced the greatest social mobility in history. That is what higher education is all about. He concluded his remarks by affirming that we are prepared to move our metrics and goals forward, and to set our bar higher, and our institutions are poised to help us meet these goals.

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

Secretary Peyser began his remarks by stating he wished to reiterate what has already been said by the Chair and the Commissioner, and thanked them both for the clarity and energy that they are bringing to this work. He continued that building off the work that has been happening the campus level, we need to incorporate additional focus and clarity, as well as include financial planning. We need to create a system-wide strategic plan, not just campus plans. The Secretary referenced game changers such as the MASSGrant Plus program, the Commonwealth Commitment, early college and developmental education reform are all in service to affordability and completion for underrepresented populations, which will be the crux of our work going forward. He concluded his remarks by stating that we are in a new phase of accelerated activity and movement forward.

### **D. REPORTS FROM PRESIDENTS**

#### **State University Presidents' Report – Bridgewater State University President Fran McDonald**

##### List of Documents Submitted by President McDonald:

None

President McDonald thanked Chair Gabrieli, Secretary Peyser, Commissioner Santiago and the BHE for the opportunity to provide an update on the Massachusetts State University System.

President McDonald referenced the FY2020 DHE budget recommendation and on behalf of the state universities, expressed his support of the department's budget recommendations. He thanked

Commissioner Santiago for his continued support of the public colleges and universities and expressed appreciation for recognizing several funding items important to public higher education access and affordability, particularly for the Commissioner's recommendation for increases to the state university line items that recognize costs of their negotiated labor contracts.

He stated that the state universities enthusiastically support the proposed increase in the Commonwealth's financial aid line item, noting the MASSGrant program once covered about 85% of a public college student's cost of attendance and now it covers less than 10%. He also expressed support for investment in performance incentive grants, Early College Initiative grants, and the Commissioner's continued support of the State University Internship Incentive.; he then referenced a new initiative the state universities are forging with MassBio, MassBioEd, Mass LifeSciences and Bottom Line to increase internship opportunities in the life science field.

President McDonald noted that a very important part of the work with the DHE is the continuation and strengthening of operational and academic partnerships with the community colleges. He then referenced several collaborations between the state universities and community colleges, including the Commonwealth Commitment, the collaboration between Framingham State and MassBay to provide resident student housing, and the recently signed agreement to create seamless transfer pathways between North Shore and Salem State. He concluded his remarks by thanking the BHE for the opportunity to present this report.

### **Community College Presidents' Report – Roxbury Community College President Valerie Roberson**

#### *List of Documents Submitted by President Roberson:*

*None*

President Roberson began her remarks by referencing the FY2020 budget recommendation, the changes in developmental math and advocacy for students on the federal level. She stated that the community colleges support the budget request, particularly the increased support for student financial aid and collective bargaining obligations, which can drive up student fees. She additionally expressed support for the MASSGrant Plus program, noting the high percentage of students demonstrating full need at RCC. The community colleges support all efforts to remove barriers to student success in the budget.

She continued that as the Board discusses changes to developmental education, the Council of Presidents greatly appreciate these efforts lead by the Commissioner that move our students more quickly through developmental education. She cited books that historically referenced higher education serving as a gatekeeper to the limited opportunities that are available. The work of the DHE signifies a change in the underlying belief that only a select group of students can graduate, and has prompted a change in something that costs students time money and motivation.

President Roberson continued that finally, the community colleges will continue to support collaborations across our segments as we work together to coordinate the betterment of all students across the commonwealth. She referenced potential changes at the federal level that affect all of our students, specifically: Title IX, gender identity, and immigration, She concluded her remarks by stating the community colleges look forward to working together with the Commissioner and the BHE to foster and inclusive community and support the future workforce of the Commonwealth.

## E. REPORT FROM STUDENT ADVISORY COUNCIL

Student member Patel reported that the Student Advisory Committee (SAC) recently held a meeting at Springfield Technical Community college in which John Gabrieli spoke on communication and outreach; he stated that he would have more information on that in the coming months. He reported that the SAC is also asking each campus to conduct campus climate surveys. Additionally, the SAC is focused on expanding Open Educational Resource opportunities and referenced a recent bill in the California legislature that will require textbooks to publish what changes were made to reduce spending money on new editions of books that are unnecessary. Finally, the SAC is planning a student advocacy day at the state house.

## VI. MOTIONS

### List of Documents Used:

AAC 19-07 through 19-08

SPC 19-04 through 19-05

FAAP 19-09

BHE 19-02 through 19-03

### A. Academic Affairs

Chair Gabrieli turned the meeting over to Academic Affairs Committee Chairperson Nancy Hoffman to provide an update on the recent AAC meeting.

Chair Hoffman reported that the AAC met last week and considered three motions, two at the baccalaureate level and one at the master's level. During the meeting, the AAC raised some questions about the budget for Framingham State University's proposed Bachelor of Science in Hospitality and Tourism Management. The institution produced a revised budget which was received on Friday as part of a supplemental mailing. She added that is her understanding that the institution made one additional minor correction to the Year 4 for the Full Time Faculty line item. The correct version of the document in the packets. She thanked Framingham State for providing the requested materials. She continued, stated that the AAC amended AAC 19-06 in order to advance Worcester State University's Master of Public Administration and Policy and not the proposed Master of Public Management. The consent agenda has been amended to reflect this change. She reported that the AAC also voted to advance an amendment to the 1998 Common Assessment Policy, which will allow institutions to use high school GPA to place students directly into college-level mathematics and English courses. Department staff also presented on the LOI for public institutions, and the committee looked forward to bringing that work to a close with a motion in the spring.

Chair Hoffman then asked for a motion on AAC 19-07, which approves items AAC 19-04 through AAC 19-06 on consent agenda. On a motion duly made and seconded, AAC 19-07 was unanimously approved without discussion.

### **AAC 19-07 CONSENT AGENDA AAC 19-04 through AAC 19-06**

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

AAC 19-04      University of Massachusetts Lowell  
Bachelor of Music in Composition for New Media

AAC 19-05 Framingham State University  
Bachelor of Science in Hospitality and Tourism Management

AAC 19-06 Worcester State University  
Master of Public Administration

**Authority:** Article III, Section 6, By-Laws

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

Chair Hoffman remarked that the AAC also considered a motion to approve the use of multiple measures on student assessment (AAC 19-08), noting that there have been two rounds of evaluations that have shown positive results.

The BHE engaged in a lengthy discussion on this motion. Board member Toner remarked that he has mixed feelings. He acknowledged that there has been a lot of work on this matter, and that he is not advocating for Accuplacer, but he expressed concern about reliance on GPA. He remarked that in the past few months, he has seen some reports about GPA inflation and misalignment with standardized test scores. He knows of students who had strong high school GPAs but did not succeed in college due to not being prepared. Chair Hoffman responded that she has read similar reports, but the telling story is the high pass rates for students who have been placed into college-level courses using GPA. She expressed her support for the use of multiple measures. Commissioner Santiago remarked the question isn't so much which placement measure is better-- because in terms of student success, both Accuplacer and GPA are valid predictors of success. However, the results show that no matter which placement tool is used, the completion rates are similar, but Accuplacer prevents a large number of students from entering into credit-bearing coursework while GPA allows institutions to place students directly into gateway English and mathematics courses.

Board member Harrity remarked that she has seen the casualties of students left behind who tested into developmental courses. She said we need to stop relying solely on Accuplacer and should use other measurements to place into mathematics. Board member Toner asked where are we in the conversation around PARCC and Next Generation MCAS? Secretary Peyser responded that the first challenge is that MCAS is the tenth grade and some of the material for college math will not be included, however, students who perform at a high level at MCAS usually go on to be prepared and successful for college math. He continued that there probably is some work to do to better align those two elements; this relates to the ongoing work on math pathways and curricular alignment in general between high school and college math. Chair Hoffman remarked we will continue to learn more on the standards as we go forward, and that early college efforts will also help us learn from this alignment; we want this to be a success without lowering standards. Board member Mattera referenced earlier comments that developmental courses cost money but do not result in credits towards degree and said this was a major barrier for students. He stated his support for the work to transform developmental education.

Board member LaRock remarked that he is excited about this change and noted this was a major moment for the Board. He continued that Accuplacer is terrible, and acknowledged that the decision today does not bar the use of it. However, colleges now have the ability to use GPA and this was a significant policy milestone. He asked the Commissioner to comment on the demeanor of the campuses and asked if we can discourage the use of Accuplacer altogether? The Commissioner said his view is the campuses have embraced the comprehensive approach to transform developmental education developed by Department staff, but we may need to give the campuses some time to bring these initiatives to scale. He remarked that what he has

received several positive responses the campuses, but acknowledged that there are pockets that still think Accuplacer is a better standard. We will listen and try to address those individuals' concerns.

Board member Cortez remarked how compelled he was by the data he has seen and asked what our mechanisms are to assess how this is working. Commissioner Santiago asked Chief of Staff Elena Quiroz-Livanis, who has led the efforts in this space, to comment. She responded by stating that new metrics measuring completion of gateway level English and mathematics courses will be incorporated into the performance measurement system, which would be considered by the Board later during the meeting.

Student member Patel asked to clarify if UMass is bound to this, and the Commissioner responded yes. Student segmental advisor Teixeira expressed her support for the motion that on behalf of community college students who will be affected by this the most, because it removes a barrier to student success

Chair Gabrieli stated that how we track and learn from this is crucial, particularly considering our priority of better serving students from traditionally underrepresented backgrounds. He referenced locally focused efforts to determine if high schools are churning out students with GPAs that do not reflect their success at the college campuses, and remarked that we have the obligation across systems to assess if it is working. Board member Toner asked if these conversations between the high schools and campuses are actually happening? After a brief discussion, the Board asked Department staff to work closely with the Department of Elementary and Secondary Education (DESE). Commissioner Santiago noted a meeting was already scheduled with Commissioner Riley and DESE colleagues. Further, Department staff have partnered with DESE to better align mathematics curriculum between high schools and public postsecondary institutions.

There being no further discussion, Chair Hoffman called for a motion on AAC 19-08. On a motion duly made and seconded, AAC 19-08 was approved unanimously by all board members present.

**AAC 19-08      AMENDMENT TO 1988 COMMON ASSESSMENT POLICY TO INCLUDE THE USE OF HIGH SCHOOL GPA**

**VOTED:**            The Board of Higher Education hereby amends the 1998 Common Assessment Policy to allow institutions of public higher education to use the following standards to place students directly into college-level, credit-bearing English and mathematics courses:

- 2.7 cumulative high school GPA for students who have graduated from high school within the past ten years to place directly into a college-level, credit bearing English course
- 2.7 cumulative high school GPA for students who have graduated from high school with the past three years to place directly into a college-level, credit-bearing mathematics course

To that end, the Board calls upon the Commissioner to (1) work with institutions of public higher education to build upon work already underway to transform developmental education; and (2) periodically report to the Board on progress towards implementation.

**Authority:**        Massachusetts General Laws Chapter 15A, Section 6 and 9

**Contact:**        Elena Quiroz-Livanis, Chief of Staff and Director of Academic Policy and Student Success  
Patricia A. Marshall, Ph.D., Deputy Commissioner for Academic Affairs and Student Success



## **B. Strategic Planning**

Chair Gabrieli turned the meeting over to SPC Chair Fernando Reimers. Chair Reimers expressed appreciation to the presidents at our public institutions for their swift action to growing occurrences of hate incidents. He remarked that Massachusetts is the leading state in the nation regarding the growth rate of hate crimes, and referenced incidents of hate and antisemitism happening on our campuses both public and private. He remarked we cannot enable any normalization on these incidents.

Chair Reimers then reported that last week, there was an SPC meeting where the committee voted to advance Holyoke Community College's mission statement and campus strategic plan. He then asked for a motion for Approval of SPC 19-04: Approval of Holyoke Community College's Mission Statement. On a motion duly made and seconded, SPC 19-04 was unanimously approved without discussion by all BHE members present, with the exception of Secretary Peyser, who abstained.

### **SPC 19-04 APPROVAL OF HOLYOKE COMMUNITY COLLEGE MISSION STATEMENT**

**VOTED:** The BHE hereby approves Holyoke Community College's revised mission statement to read as follows:

Educate. Inspire. Connect.

The Board further authorizes the Commissioner to forward the same to the Secretary of Education for final approval pursuant to Massachusetts General Laws Chapter 15A, Sections 7.

**Authority** Massachusetts General Laws Chapter 15A, Sections 7, 9(e), and 22(n)

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

Chair Reimers then asked for a motion for Approval of SPC 19-05: Approval of Holyoke Community College's Strategic Plan. On a motion duly made and seconded, SPC 19-05 was unanimously approved without discussion by all BHE members present, with the exception of Secretary Peyser who abstained.

### **SPC 19-02 APPROVAL OF HOLYOKE COMMUNITY COLLEGE STRATEGIC PLAN**

**VOTED:** The BHE hereby approves the Holyoke Community College 2019-2022 Institutional Strategic Plan, and authorizes the Commissioner to forward the same to the Secretary of Education for final approval pursuant to Massachusetts General Laws Chapter 15A, Sections 9(l) and 22(l).

**Authority** Massachusetts General Laws Chapter 15A, Sections 7, 9(f), 9(l), and 22(l); BHE By-Laws, Article 1, Section 3(d) and Article III

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

## **C. Fiscal Affairs and Administrative Policy**

Chair Gabrieli turned the meeting over to FAAP Chair Tom Hopcroft. Chair Hopcroft reported that the FAAP committee received a presentation on the FY 2020 Budget Recommendation, which includes the incremental salary costs of collective bargaining contracts and related tax and fringe, and also allocates casino gaming revenue to increase the state's investment in student financial aid. He then invited Deputy Commissioner Tom Simard to present the recommendations to the full Board.

Deputy Commissioner Simard began his presentation by providing an overview of the FY20 budget process timeline. He continued by highlighting DHE strategic investments, noting that the budget is building on FY19 budget investments from casino gambling revenue, which supported increases in the scholarship line item. These increases were directed to increases in MASSGrant for community college students (MASSGrant Plus). This year, we are looking at a similar expansion for state university students, noting this is intended to supplement and not replace funding for the students. This year, we are also looking to increase PIF investments to enhance the "game changers," and additionally support collective bargaining increases.

He continued the presentation by highlighting the budget request for financial aid. The Massachusetts state scholarship line item increase of \$14.3 million is to expand MASSGrant Plus for state university students and fund for early college programming. He additionally acknowledged the increases for foster care programs to meet need for these statutory programs.

He continued with a brief overview of the \$1.9 million increase in the Performance Incentive Fund and remarked that there will be a PIF presentation later in the meeting. He then provided an overview of mandatory obligations like foster care and college health and welfare fund. Next, he reported an increase of \$39,000 in the DHE administrative account that includes funding for student internships, campus safety and violence prevention initiatives, and maintenance funding for DHE operations. He reported that the SARA request is \$0 as it is self-sustaining now, supported by collected fees.

Deputy Commissioner Simard continued by reporting on budget requests for pathways to college and employment line items which are largely level funded. Next, he reported that our other commitments including NEBHE and Tufts Veterinary School are also level funded.

Finally, he presented a spreadsheet on the community college and state university allocations. He remarked that he appreciated the support from Presidents McDonald and Roberson on collective bargaining agreements, and that by the time FY20 starts, he anticipates that they will have agreement on the remaining contracts. He called attention to the formula funding and called for revisiting the formula to include some accountability for the results, and aligning it with performance measurement. He additionally showed a chart that summarizes the annual salary increases of contracts for the different collective bargaining units.

At the conclusion of the presentation, the BHE engaged in a brief discussion. Board member La Rock asked about expressing the community college and state university accounts as per-pupil expenditures and what that would look like? Deputy Commissioner Simard thought there would be some variance and remarked that he would get back to the Board on this. Board member La Rock referenced the allocation for Tufts Veterinary School and asked if we know if the average net cost for Massachusetts resident students is lower than the average net cost for non-resident students. By statute, it is supposed to lower the cost for Massachusetts residents, so do we know if it is doing that? Deputy Commissioner Simard responded that he did not know, and that he would also get back to the Board with this information. Board member La Rock asked if we know how many students are served by the State University Internship program? Massachusetts

Maritime President Fran McDonald said that he had an estimate, but that he would submit the requested information to the Board.

Board member Hoffman referenced the modest increase in the DHE administrative account and remarked that we are asking more and more of the DHE and there is a very small increase for the DHE; is it sufficient? Deputy Commissioner Simard responded that he felt it was in line with what was appropriate.

There being no further discussion, Chair Hopcroft called for a motion on FAAP 19-09: Approval of the FY2020 Budget Recommendation. On a motion duly made and seconded, FAAP 19-09 was approved unanimously by all BHE members present, with the exception of Secretary Peyser who abstained.

#### **FAAP 19-09 APPROVAL OF THE BOARD OF HIGHER EDUCATION FISCAL YEAR 2020 BUDGET**

**VOTED:** The Board of Higher Education hereby adopts the attached Board of Higher Education operating budget request for Fiscal Year 2020 and further authorizes the Commissioner to submit the Board's budget recommendation to the Secretary of Education

**Authority:** M.G.L. Chapter 15A, Section 6, 9 and 15B

**Contact:** Thomas Simard, Deputy Commissioner for Administration and Finance

#### **D. Board of Higher Education**

Chair Gabrieli turned the meeting over to Commissioner Santiago to introduce the next motion.

Commissioner Santiago stated that the next motion (BHE 19-02) will initiate a critical core function of the Department of Higher Education and serve as the foundation for decision-making that is truly data-driven. This work is essential to:

- Fulfill our legislatively mandated obligation to be accountable and transparent to the residents of the Commonwealth, including institution-level performance analysis that we have not provided in the recent past;
- Provide stakeholders, including a broad group of campus administrators, staff and faculty, with unprecedented access and flexibility in the ways that they view and analyze important institutional information; and
- Enhance ability to monitor and impact a variety of DHE and campus-driven efforts to improve access, success and completion.

He continued, noting that during the October Board meeting, DHE staff presented a list of performance metrics and benchmarks that will serve as the basis for the proposed Performance Measurement system. The BHE also received a document that provided details for each of these metrics. The metrics were established through an 18-month process of intensive meetings with both campus representatives and national experts to ensure that we incorporated the most relevant and up-to-date measures. He added that we will continue to review these metrics in an ongoing manner with rigorous attention to accuracy and utility. The Commissioner encouraged the BHE to adopt this work and acknowledged the work of the Research and Planning team, as well as the work of the campuses.

The BHE engaged in a brief discussion. Secretary Peyser remarked that there are a number of places where there are recommendations for refinement, and asked if the vote is on a set of metrics that will continue to be refined. The Commissioner responded that we are in a position to start producing some data, but that he does not view this as something that is set in stone. Secretary Peyser responded that for example, citing the expected enrollment figure, are we tracking their expectations or actual enrollment trends? He stated there are some nuances that are not entirely clear regarding what is being measured and asked if we will continue to refine this, or whether it would be necessary to tighten up the language now, on some of the metrics. The Secretary remarked that he is not trying to be nitpicky because this is the right thing to do, but he thinks there is ongoing, more nuanced work that will need to be done to determine what we are actually trying to measure, and that it sounded as if the benchmarks were still a work in progress. He added that overall he is okay with this and recognized that it is technical work.

Board member Cortez encouraged the BHE to lay out at the granular level what the equations are so people know what is being calculated and the purpose, as this is important transparency.

Board member LaRock said the section of law from which this stems also includes the University of Massachusetts system, and asked about the status of their participation. The Commissioner responded that we have invited UMass to the table, as he has read the statute similarly and he thinks this applies to them too. They have been invited.

There being no further discussion, Chair Gabrieli called for a motion on BHE 19-02. On a motion duly made and seconded, BHE 19-02 was approved unanimously by all board members present.

#### **BHE 19-02 APPROVAL OF NEW PERFORMANCE MEASUREMENT METRICS**

**VOTED:** The Massachusetts Board of Higher Education (BHE) hereby approves the ***New and Enhanced Performance Measurement System***, which replaces the previous system authorized under AAC 04-01. This includes a revised list of performance measurement metrics with enhanced measures and analytic detail. The Commissioner is instructed to initiate the immediate implementation of this system consistent with the BHE's statutory responsibility to demonstrate our accountability to the public and provide a resource for institutional self-assessment.

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

**Contact** Jonathan E. Keller, Ph.D., Senior Associate Commissioner for Research and Planning

Chair Gabrieli introduced the next agenda item, which was consideration of the adoption of a vision statement for the Board's strategic framework (BHE 19-03). Chair Gabrieli referenced his prior remarks offered at the beginning of the meeting and stated that he was excited about advancing efforts to build a statewide strategic framework for public higher education with an emphasis on equity.

The BHE engaged in a brief discussion. Secretary Peyser stated that he would like to add the development of a financial planning process because in addition to a plan, we should have some insight into the financials. He recommended adding at the end of the motion after the "December 2019" the following language: "...including the development of an integrated financial planning process to ensure long term sustainability for campuses and the system and affordability for the students." Board member Mattera asked for

clarification of the Secretary's amendment and stated the importance of making it explicit because removing economic barriers to postsecondary education would help improve graduation and attainment rates for all students.

There being no further discussion, Chair Gabrieli called for a motion on BHE 19-03, as amended by Secretary Peyser. On a motion duly made and seconded, BHE 19-03 was approved unanimously by all board members present.

**BHE 19-03 ADOPTION OF VISION STATEMENT FOR BOARD OF HIGHER EDUCATION STRATEGIC FRAMEWORK**

**MOVED:** The Board of Higher Education hereby adopts the following vision statement. The vision statement will drive the work of the Board and Department of Higher Education in calendar year 2019 in developing a systemwide strategic framework.

*The Massachusetts Board of Higher Education aims to sustain and expand on Massachusetts' unique leadership position in higher education as defined by the strength and reputation of our private and public postsecondary institutions and our nation-leading level of attainment among our adult citizens. To further realize those goals and to ensure that public higher education opens doors of opportunity and fulfillment for traditionally underserved populations, we elect to make out top statewide policy and performance priority – Significantly raise the enrollment, attainment and long-term success outcomes among underrepresented student populations. We intend this equity lens priority to guide campus and system performance measurement and promote initiatives and policies that collectively expand success for residents and for our economy and society.*

Further, the Board calls upon the Commissioner to work with the institutions of public higher education to inform the development of a systemwide strategic framework by December 2019.

**VOTED:** Motion adopted, subject to adding the following language at the end of the last paragraph: “, including the development of an integrated financial planning process to ensure long term sustainability for campuses and the system and affordability for the students.”

**Authority:** Massachusetts General Laws Chapter 15A, Section 9(c) and (f)

**Contact:** Carlos E. Santiago, Commissioner

**VII. PRESENTATIONS**

List of documents used:

*Performance Incentive Fund Presentation*

Chair Gabrieli turned the meeting over to Commissioner Santiago to introduce the presentation on Performance Incentive Fund (PIF). The Commissioner remarked that he dislikes the term PIF and prefers innovation fund. He remarked that the presentation will focus on three themes: Open Educational Resources

(OER), Prior Learning Assessment (PLA), and Competency Based Education for Early Childhood Education. He then invited Deputy Commissioner Pat Marshall to the table and asked her to introduce her co-presenters.

Deputy Commissioner Marshall introduced her campus colleagues: Marilyn Billings from UMass Amherst, Karen Hynick from North Shore Community College, and Kimberly Burns from Northern Essex Community College. Deputy Commissioner Marshall noted that PIF is our only discretionary fund to incentivize innovation, and these funds are used to encourage our campuses to compete with the best ideas. She continued that these three projects represent an unprecedented level of collaboration. She then provided a brief history of PIF which was created by the Legislature in 2012, as well as an overview of timeline, including the FY16 UMass Donahue Institute PIF evaluation that resulted in narrowing the categories. These categories were selected to be fully aligned with BHE priorities. She continued the presentation with an overview of the trends in appropriations and grant activity, including increases in systemwide initiative and consortium projects.

Deputy Commissioner Marshall then provided a brief overview on OER, including why this is priority and a timeline of OER activity. She then turned it over to Ms. Billings, who provided an overview of the goals of the grant, the training events and other OER activities. She emphasized the collaborative nature of the project.

Board member Mattera asked if there is a risk in incentivizing OER to the character or quality of curriculum, or if curricular choices are being made based on the availability of OER? Ms. Billings responded that the curricular choices are always the faculty's choice, and they can choose to use it or not use it. She continued that the faculty she knows do not make any curriculum decisions based on that incentive, as their goal is based on what they want their students to know. Deputy Commissioner Marshall remarked that when she was a faculty member the ability to customize a textbook to exactly what she wanted was a huge benefit, and she also allowed her students to use older editions of textbooks to be more affordable. Board member Hoffman remarked that we are not inventing this process as it has been ongoing for years, and we are actually entering the game a little late.

Deputy Commissioner Marshall then provided a brief introduction to Prior Learning Assessment (PLA) and introduced Vice President Hynick to provide an overview of PLA activity and data. Deputy Commissioner Marshall then provided a brief overview of Competency-Based Education (CBE) for Early Childhood Educators and introduced Dr. Burns. Dr. Burns provided an overview of the initiative, including a time and FY19 expansion of this initiative, as well as FY19 planned activities and early evidence of their success.

#### **VIII. OTHER BUSINESS**

There was no other business.

#### **IX. ADJOURNMENT**

There being no further business, Chairman Gabrieli adjourned the meeting at 1:00 p.m.

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