Implementation of New By Laws:
Establishment and Annual Review of Governance
Two Motions:

- **BHE 22-03**: Establishes four advisory councils; approves charges and membership; and approves guiding principles for nomination process.

- **BHE 22-04**: Establishes Executive Committee membership; and approves Vice-Chair appointment.
Advisory Councils- Guiding Principles for Implementation

Goal: to continue to improve Board governance and functioning.

Proposal (as codified): Create “a new form of primary working group” which would:

• seek to supplement BHE/DHE expertise and resources by including non-BHE members;

• be a “place where key issues could be discussed at much greater depth than we have time for at meetings of the whole BHE;”

• add to the critical mass of civic leadership engaged in higher education, and prepare (cultivate) broader pool of citizens to serve as BHE members;

• be “advisory” limited to making recommendations to BHE (no votes) with clear boundaries which do not impinge upon BHE's governing responsibilities; and

• not prohibit BHE from creating more committees, task forces or other advisory councils to undertake the necessary work.
### Advisory Councils - Approach

<table>
<thead>
<tr>
<th><strong>Proposed Approach</strong></th>
<th>Create 3 <em>standing</em> Advisory Councils to replace (eliminate) AAC/ FAAP/ Strategic Planning committees.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Membership</strong></td>
<td>BHE and Non-BHE members</td>
</tr>
<tr>
<td><strong>Meeting Cadence</strong></td>
<td>2 weeks before each BHE Meeting</td>
</tr>
<tr>
<td><strong>Agenda Items</strong></td>
<td>Only policy/ strategic matters, as assigned, for comment or recommendation to full BHE</td>
</tr>
<tr>
<td></td>
<td><em>Core Function motions</em> handled directly by BHE (w/ videos) and bundled during BHE meeting; consent agenda process obsolete</td>
</tr>
<tr>
<td></td>
<td>Purely ministerial matters delegated to Commissioner</td>
</tr>
<tr>
<td><strong>EC/ Consent Agendas</strong></td>
<td><em>Executive Committee</em> meets regularly (in between council meetings and BHE meeting 6x/year), reviews agendas and potentially refers matters to a committee of the whole (e.g., complex or controversial matters), or the BHE, or a council.</td>
</tr>
</tbody>
</table>
## Advisory Councils

<table>
<thead>
<tr>
<th>Advisory Council</th>
<th>Renamed as</th>
<th>BHE Membership*</th>
<th>Non-BHE Membership</th>
</tr>
</thead>
</table>
| FAAP Committee   | **Finance and Administrative Policy Advisory Council** | Veronica Conforme, Co-Chair  
Paul Mattera  
Paul Toner  
Mike O'Brien  
Bill Walczak | JD LaRock, Co-Chair |
| AAC Committee    | **Academic Affairs and Student Success Advisory Council** | Patty Eppinger, Chair  
Sheila Harrity, Co-Chair  
Judy Pagliuca  
Paul Toner  
Student Member | |
| Strategic Planning Committee | **Strategic Planning Advisory Council** | Bill Walczak Co-Chair  
Other members, TBD | Francesca Purcell, Co-Chair |
| EBPM Task Force  | **Evidence Based Policy Making Advisory Council** | Chris Gabrieli, Chair  
Ann Christensen  
Alex Cortez | |
# BHE Committees

<table>
<thead>
<tr>
<th>Committees</th>
<th>Rename</th>
<th>BHE Membership*</th>
<th>Non-BHE Membership</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Executive Committee</strong></td>
<td>N/A</td>
<td>Chris Gabrieli, Chair Sheila Harrity, Vice Chair</td>
<td>N/A</td>
</tr>
<tr>
<td><em>M.G.L. c. 15A, section 4(b)</em></td>
<td></td>
<td>Veronica Conforme Patty Eppinger Bill Walczak</td>
<td></td>
</tr>
</tbody>
</table>
| **Early College Joint (BESE) Committee** | N/A    | • BHE Chair, Ex Officio, Co-Chair  
• BESE Chair, Ex Officio, Co-Chair  
• Secretary of Education, Ex Officio  
• One BHE member (*Paul Toner*)  
• One BESE member (*Matt Hills*)  | N/A                |
| *BHE 17-06, establishes committee and composition* |        | DHE and DESE Commissioners are non-voting members |                     |

* BHE will vote on EC membership; By-Laws state EC will consist of Chair, Vice-Chair and “at least” two other members who also serve as chairs of a council/ committee.
The process shall be open and transparent.
- All nominations accompanied by the nominee’s CV and either nominee’s statement of interest or a letter of support from the person nominating.
- Formal nomination solicitation process for BHE members.
- Commissioner will establish a means to receive stakeholder nominations.

The BHE will strive for diversity and geographic balance.
- BHE By-Laws, Article III, Section 2(c).

BHE will seek to establish reasonable balance of members representing stakeholder interests, content experience, and expertise.
- BHE By-Laws, Article III, Section 2(c).

Executive Committee, in governance role, will help screen applicants/nominees and formulate recommendations for appointment.
- BHE By-Laws, Article III, Section 1(a)(i).
MOVED: The Board of Higher Education hereby approves the establishment of the following four Advisory Councils, in accordance with the charges and membership set forth in Attachment A:

- Finance and Administrative Policy (FAAP)
- Academic Affairs and Student Success (AA&SS)
- Strategic Planning
- Evidence Based Policy Making (EBPM)

Provided further that the Board may add additional members to the Advisory Councils at an appropriate pace, and as needed from time-to-time, subject to a nomination process consistent with the guiding principles set forth herein.
MOVED: For fiscal year 2022 (AY2021-2022) the BHE renews and approves the appointment of Sheila Harrity as BHE Vice-Chair.

The BHE further approves the BHE Executive Committee membership as follows:

- Chris Gabrieli, Chair of the BHE (and Chair of the Executive Committee)
- Sheila Harrity, Vice-Chair of the BHE
- Veronica Conforme, BHE Chair of the Finance and Administrative Policy Advisory Council
- Patty Eppinger, BHE Co-Chair of the AA&SS Advisory Council
- Bill Walczak, BHE Chair of the Strategic Planning Advisory Council