

## BOARD OF HIGHER EDUCATION

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December 9, 2014

9:00 a.m.

Salem State University  
Central Campus, Marsh Hall, Room 210 (second floor)  
352 Lafayette Street, Salem, MA

### Minutes

A meeting of the Board of Higher Education (BHE) was held at Salem State University in Salem, Massachusetts.

The following Board Members were present:

Charles F. Desmond, Chair  
Louis Ricciardi, Vice Chair  
Nancy Hoffman  
Stacey DeBoise Luster  
Tom Hopcroft  
Glenn Gabbard, Designee for Secretary Matthew Malone  
Nathan Gregoire, Voting Student Member, Fitchburg State University  
Dani Monroe  
Keith Peden  
Fernando Reimers  
Henry Thomas  
Paul Toner  
Edson Chipalo, Non-Voting Student Member, Berkshire Community College

The follow Board members were absent:

Maura Banta

#### I. CALL TO ORDER

Chair Charles Desmond called the meeting to order at 9:20 a.m.

#### II. WELCOME

Dr. Patricia Maguire Meservey, President, Salem State University

##### List of Documents Used:

*PowerPoint Presentation*

President Patricia Meservey welcomed the Board of Higher Education (BHE) and thanked them for visiting Salem State University (SSU). She began a presentation that highlighted the institution's many accomplishments, including being recognized on the Presidents Honor Roll for General Community Service and Education. There were 3,000 students involved in this work and she thanked the BHE for making Civic Learning a part of the Vision Project. The institution has set a goal of a modest increase in undergraduate enrollment and has seen an eight percent increase in retention rates.

President Meservey spoke of a number of new and revitalized programs, including

a teacher preparation program and several arts programs. SSU received a \$5 million grant for the Life Sciences Consortium of North Shore in collaboration with partner schools in the region. The grant will allow the schools to share equipment on the different campuses. The school has also seen a 121% increase in STEM degrees since 2009.

President Meservey then welcomed SSU Board Chair Scott. Board Chair Scott mentioned several construction projects, including facilities for the arts and sciences and a parking garage. All of these efforts are part of a vision formed by the strategic plan for the next twenty-five years. The 10,000 Reasons campaign seeks funding from philanthropies, which builds upon the idea that nearly 10,000 students have enrolled at SSU. The school has raised \$18 million so far of the \$25 million goal. Of the money raised, \$1.5 million has been donated by faculty and staff, with over 70% participating. She stated that this is a strong symbol of commitment and she then showed the BHE a video for the campaign.

### **III. ACCEPTANCE OF MINUTES**

Chair Desmond brought forth a motion to accept the minutes of the October 21, 2014 BHE meeting. The motion was seconded and the minutes were approved.

### **IV. REMARKS & REPORTS**

#### **A. Chairman's Remarks**

Before making remarks, Chair Desmond asked BHE members to introduce themselves. Chair Desmond introduced the new student segmental advisor, Edson Chipalo, who is non-voting and represents the community college students. Mr. Chipalo is a student at Berkshire Community College.

Chair Desmond updated the Board on the Commissioner Search. He described the composition of the search committee and said that he has asked Dani Monroe to chair the committee, which will meet on December 16<sup>th</sup>.

Chair Desmond reviewed the agenda and noted that there would be a presentation on Institution Strategic Plan Review by Board member Fernando Reimers, who is chairing the Ad Hoc Committee on this topic, and Associate Commissioner Anne Perkins. The Ad Hoc Committee was formed at the October BHE meeting, and includes Board members Stacey Luster and Paul Toner.

Chair Desmond announced that there would be a Special Meeting on December 16<sup>th</sup> to vote on two presidential appointments. Chair Desmond recognized outgoing President Mary Grant, Massachusetts College of Liberal Arts (MCLA), who was unable to attend as she is in Ashville, where she will become Chancellor. He then read a resolution, which honored her tenure at MCLA. Chair Desmond then turned the meeting over to Commissioner Richard Freeland.

#### **B. Commissioner's Remarks**

Commissioner Freeland recognized the work of President Grant and said he had the pleasure of attending her farewell event in North Adams earlier this year. He thanked President Meservey and Chair Scott and said he was impressed with the institution's increased retention rates. He also thanked President Ellen Kennedy and President Javier Cevallos for attending and recognized Bill Hart and Vincent

Pedone, Executive Officers for the Community College Council of Presidents and State University Council of Presidents, respectively.

Since the last meeting, there was the release of the Vision Project Report at The Boston Foundation (TBF). Board members Monroe and Hopcroft were speakers on a panel and there were over 300 attendees. The report has been very well received and there has been more press and business interest than ever before. TBF has agreed to help form a coalition to help increase support from businesses. He noted that there was a positive editorial in The Boston Globe. He thanked Katy Abel, Sarah Mealey, Jonathan Keller and his team for their work. He also recognized the release of the Higher Education Finance Commission (HEFC) report. The HEFC was chaired by Secretary Mathew Malone and charged with defining the requirements of a high-quality system of public higher education and proposing a sustainable model for financing, as well as with presenting the recommendations related to the quality and financing of public higher education.

Commissioner Freeland added that the Vision Project report highlighted three areas to offset the anticipated enrollment decline. They are increasing graduation rates, closing achievement gaps, and reaching out to underserved communities who could benefit from public higher education. There will be a statewide Vision Project conference on February 27<sup>th</sup>, led by Senior Deputy Commissioner Carlos Santiago with the help of Associate Commissioner Perkins and funded by a grant from the Nellie Mae Foundation. The goal of the conference will be to share best practices and to support participating campuses to develop a game plan that will help them move the needle in these three areas.

Commissioner Freeland then provided updates on several initiatives, including developmental math, PARCC, diversity in the educator workforce, Academic Transfer Pathways, Guided Pathways to Success, the Multi-State Collaborative, STEM Persistence Program, Civic Learning, and the State University Funding Formula. He announced that Dr. Pat Crosson, Senior Academic Policy Advisor, will be retiring at the end of December and added that she has been vital to moving the student learning outcomes assessment work forward.

Board member Toner said that any information that could be shared about PARCC and the Value Judgment Study would be appreciated. Commissioner Freeland said it was critical to involve faculty in this work and Board member Toner noted that some of the greatest pushback in regards to implementing PARCC is coming from higher education faculty. He added that those in K-12 do not know that higher education faculty are validating this work. Commissioner Freeland said that Pearson has been contracted to work with faculty and K-12 teachers in a nationwide validation study and Board member Toner noted that some people may have issues with Pearson conducting the study. He also suggested that Commissioner Freeland should meet with Commissioner Mitchell Chester, Department of Elementary and Secondary Education (DESE) to explore these issues.

Vice Chair Louis Ricciardi asked about the Policy on Reverse Transfer and Commissioner Freeland said he will provide an update at the next meeting. Vice Chair Ricciardi also asked about the status of the Policy on Developmental Math and Senior Deputy Commissioner Santiago said that there would be a presentation to the Board in March.

Board member Nancy Hoffman said there was a lack of understanding in K-12 about the Policy on Developmental Math and PARCC regarding how to prepare students for math in college. She suggested publicizing this work more broadly and increasing communication with DESE. Commissioner Freeland said it was complex getting this information out and that the Readiness Centers and the PARCC Fellows, led by Dr. Sue Lane, are doing a great job of convening individuals around PARCC. Board member Toner said there is growing outcry from the public and that they are not aware that public higher education is involved in this work. Commissioner Freeland thanked both Board members for their comments.

Chair Desmond recognized that this is a complex political issue and encouraged DHE and DESE to listen carefully to the stakeholders and their support and concerns of PARCC.

Chair Desmond said that this will be the last meeting Vice Chair Ricciardi will attend as his term has expired. He said it has been a pleasure working with him for the past six years and that Vice Chair Ricciardi will be recognized at the January Board meeting.

### **C. Secretary of Education's Remarks**

Secretary of Education Designee Glenn Gabbard said that Secretary Matthew Malone sends his regards and thanked President Meservey and Chair Scott for their hospitality. He was impressed by the SSU new campaign. He reported that Executive Office of Education (EOE) issued a grant to assure School Safety and Security.

He said the HEFC report has yielded some sense for the possibilities of higher education in the future and the kind of funding necessary. He also mentioned a statewide conference on Friday about Early College High Schools and talked about Inclusive Concurrent Enrollment programs. There are a number of transitions occurring at the EOE and they are very committed to moving inter-agency work forward. He thanked the BHE and DHE for all of their hard work.

Chair Desmond thanked Dr. Gabbard and Secretary Malone for all of their work, especially in connecting the work of the three education agencies.

### **D. Reports from Presidents**

Chair Desmond turned the meeting over to Presidents Gail Carberry and President Barry Maloney.

#### **Community College Presidents' Report – Quinsigamond Community College President Gail Carberry**

*List of Documents Submitted by President Carberry*

*None*

President Carberry thanked Commissioner Freeland for the work done on the HEFC report. She said that the report highlights the different funding levels between the Community Colleges and the four-year institutions. She said there was a disproportionate financial burden placed on the community colleges. Community Colleges have examined the cost of attending their institutions. Students do not matriculate full time because of the cost to attend. She added

that the Community Colleges are willing to freeze fees, so long as the Commonwealth heeds the recommendations of HEFC report. The Community Colleges are working on a position paper for the new Governor to share the work and progress of the 15 institutions. At Quinsigamond Community College, over 400 students are matriculating through various pathways and there are a significant number of tuition waivers given to those students.

Chair Desmond thanked President Carberry. He said that the BHE was sensitive to the comments regarding the funding structure in the public higher education system and has ensured that there is a strong voice from the community colleges on the Commissioner Search Committee.

**State University Presidents' Report – Worcester State University  
President Barry Maloney**

List of Documents Submitted by President Mohler-Faria

None

President Barry Maloney said he was happy that the amended State University segmental Affirmative Action Plans were before the BHE today and the Massachusetts public higher education institutions take providing a safe environment for their students very seriously. Any crimes committed will be prosecuted to the full extent of law. He thanked the DHE, especially General Counsel Constantia Papanikolaou, for being an outstanding partner in the development and updating of this plan.

President Maloney said that on behalf of the Council of Presidents, he wanted to voice a level of support for the Policy on Building Naming, with the understanding that this is a work in progress and donor cultivation is often a labor-intensive process. The Council of Presidents looks forward to continuing to work with the BHE on this issue. He said he was in support of FY16 budget recommendations and that if lawmakers on Beacon Hill agree to fund at this level, they will commit to freeze fees.

President Maloney also thanked the BHE for their work around Civic Learning and announced that Worcester State University has recently received the Carnegie Classification. Vice Chair Ricciardi congratulated President Maloney on all of his hard work and said that he has bolstered Worcester State University in the community.

**E. Report from Student Advisory Council**

Chair Desmond then turned the meeting over to student Board member Nathan Gregoire. He thanked President Meservey for hosting the meeting and President Maloney for his kind words. At the November meeting, Edson Chipalo was elected as the community college segmental advisor. The Student Advisory Council talked about sexual assault programs, gender-neutral bathrooms, and budget cuts. The SAC will be sending a letter to Governor-elect Baker welcoming him on behalf of the students in the public higher education system. The next meeting will be held on January 22, 2015.

**V. MOTIONS**

List of Documents Used:

AAC Motions 15-13 to 15-22

**A. Academic Affairs**

Board member Hoffman said there were a number of themes reoccurring in the Academic Affairs Committee meetings, including a discussion on the K-12 pipeline and regional collaborations. Two other topics came up, including internships and a growing number of graduate programs. AAC members were interested in the relationship between undergraduate and graduate programs and a request was made to review status reports on approved programs as is required in the language of the standard program approval motion.

The following motion was moved, seconded and unanimously approved as follows:

**AAC 15-22 CONSENT AGENDA**

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

- AAC 15-13 Bunker Hill Community College  
Certificate in Paramedic Studies  
Associate in Science in Paramedic Studies
- AAC 15-14 Massachusetts Bay Community College  
Certificate in Paramedicine
- AAC 15-15 University of Massachusetts Boston  
Doctor of Education in Leadership in Urban Schools  
Doctor of Philosophy in Leadership in Urban Schools
- AAC 15-16 University of Massachusetts Boston  
Master of Public Administration in Global Comparative Public Administration  
Doctor of Philosophy in Global Comparative Public Administration
- AAC 15-17 University of Massachusetts Boston  
Master of Science on Urban Planning and Community Development
- AAC 15-18 University of Massachusetts Boston  
Doctor of Philosophy in Early Education and Care
- AAC 15-19 University of Massachusetts Dartmouth  
Master of Science in Accounting
- AAC 15-20 University of Massachusetts Dartmouth  
Master of Science in Technology Management
- AAC 15-21 University of Massachusetts Lowell  
Doctor of Pharmacy

Authority: Article III, Section 6, By-Laws

Contact: Winifred M. Hagan, Ed.D., Assistant Commissioner for Academic and Education Policy

Board member Toner excused himself.

Board member Hoffman introduced the next motion briefly explaining the BHE's involvement in approving police career incentive programs under the "Quinn Bill." Chair Desmond said that the training programs occurring at our campuses is vital and critical for law enforcement officials. He said it was not surprising that when demonstrations took place in Boston last week that they were peaceful.

The following motion was moved, seconded and unanimously approved as follows:

**AAC 15-23 Springfield Technical Community College  
Criminal Justice Program**

**MOVED:** The Board of Higher Education approves the **Springfield Technical Community College Associate in Science in Criminal Justice Program** under the *Guidelines for Criminal Justice and Law Enforcement Academic Programs*. The program has been found to meet or exceed all quality standards established by the *Guidelines*.

As required in the Guidelines, each institution shall submit two copies, including one electronic copy, of a report to the Board annually, certifying that each program is being maintained and operated within the provisions and spirit of the criteria and guidelines set forth by the *Guidelines*.

Authority: Chapter 41, Section 108L (as amended)

Contact: Winifred M. Hagan, Ed.D., Assistant Commissioner for Academic and Education Policy

**B. Fiscal Affairs and Administrative Policy**

Chair Desmond turned the meeting over to Board member Luster, who gave an overview of the Fiscal Affairs and Administrative Policy meeting. She said there was extensive conversation around the approval of the Building Naming Rights Policy.

The following motion was moved, seconded and approved as follows, with all Board members present voting in favor and Vice Chair Ricciardi abstaining:

**FAAP 15-14 Approval of the Building Naming Rights Policy**

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

The Board of Higher Education hereby approves the attached Building Naming Rights Policy for the naming designation of State University and Community College campus buildings.

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

Contact: Sean P. Nelson, Deputy Commissioner for Administration and Finance

Board member Luster stated that there would not be enough time for Deputy Commissioner of Administration and Finance Nelson to present the FY16 budget

request, but that the PowerPoint will be made available online. She referenced the materials in the Board packet and highlighted several budget items before bringing the motion for a vote.

Vice Chair Ricciardi said that on behalf of the State University sector, they are pleased with the budget request. Chair Desmond said he would be abstaining out of an abundance of caution to dispel the appearance of a conflict because of his role at NEBHE.

The following motion was moved, seconded and approved as follows, with all Board members present voting in favor and Chair Desmond abstaining:

**FAAP 15-13 APPROVAL OF THE BOARD OF HIGHER EDUCATION FISCAL YEAR 2016 BUDGET**

**MOVED:** The Board of Higher Education hereby adopts the attached Board of Higher Education budget request for Fiscal Year 2016 and further authorizes the Commissioner to submit the Board's budget recommendation to the Secretary of Education.

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

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

Board member Luster introduced the next motion. She said these documents are sound with state and federal requirements and the consensus building within the segments was achieved thanks to Bill Hart and Vincent Pedone. New information was included related to sexual violence and it updates the investigation and fact-finding process. As federal requirements change, the group will continue to update the plans.

The following motion was moved, seconded and unanimously approved as follows:

**FAAP 15-15 MASSACHUSETTS STATE UNIVERSITIES SEGMENTAL AFFIRMATIVE ACTION PLAN**

**MOVED:** The Board of Higher Education hereby authorizes and approves the amended **Equal Opportunity, Diversity and Affirmative Action Plan for Massachusetts State Universities**. Attached hereto as "Attachment A."

The Board directs the Commissioner to work with the State Universities and the Community Colleges in the coming year to reconcile the segmental Affirmative Action plans to the extent possible, consistent with relevant variations in that nature of individual campuses, with the goal of developing a common, statewide statement of policies and procedures to govern campus responses to campus sexual violence. The Board further asks the University of Massachusetts to participate in those discussions.

The Board directs the Commissioner to report back to the BHE no later than December 2015 on the Commissioner's recommendations in this regard.

Authority: Massachusetts General Laws c. 15A, §9(w); 610 CMR 6

Contact: Constantia T. Papanikolaou, General Counsel

The following motion was moved, seconded and unanimously approved as follows:

**FAAP 15-16 MASSACHUSETTS COMMUNITY COLLEGE SEGMENTAL AFFIRMATIVE ACTION PLAN**

**MOVED:** The Board of Higher Education hereby authorizes and approves the amended Community Colleges' **Affirmative Action, Equal Opportunity and Diversity Plan**. Attached hereto as "Attachment A."

The Board directs the Commissioner to work with the State Universities and the Community Colleges in the coming year to reconcile the segmental Affirmative Action plans to the extent possible, consistent with relevant variations in that nature of individual campuses, with the goal of developing a common, statewide statement of policies and procedures to govern campus responses to campus sexual violence. The Board further asks the University of Massachusetts to participate in those discussions.

The Board directs the Commissioner to report back to the BHE no later than December 2015 on the Commissioner's recommendations in this regard.

Authority: Massachusetts General Laws c. 15A, §9(w); 610 CMR 6

Contact: Constantia T. Papanikolaou, General Counsel

**C. Board of Higher Education**

List of Documents Used:

*BHE Motion 15-06*

Board member Luster said there was one additional motion, BHE 15-06. She said it was a technical amendment to a FAAP Motion that the Board passed at the October BHE meeting. The background materials for that motion had the incorrect dollar amount for a new science building at Westfield State University. This motion in front of the Board today would repeal the previously approved motion and replace it with the updated dollar figure.

The following motion was moved, seconded and unanimously approved as follows:

**BHE 15-06 AMENDMENT TO PREVIOUSLY APPROVED MOTION FOR MASSACHUSETTS STATE COLLEGE BUILDING AUTHORITY ACADEMIC PROJECT AT WESTFIELD STATE UNIVERSITY**

**MOVED:** The Board of Higher Education hereby repeals FAAP 15-09 relative to the Westfield State University Science Center as approved by the Board on October 21, 2014 and replaces it with the text below and new attachment.

MASSACHUSETTS STATE COLLEGE BUILDING AUTHORITY  
SCIENCE CENTER

## WESTFIELD STATE UNIVERSITY

1. The Commissioner of the System of Public 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. Bonds issued by the Authority to finance the projects for which a request is hereby authorized may be issued together with or separately from bonds issued to carry out other projects of the Authority for which the Board authorizes a request.
3. 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.
4. The Board and the Commonwealth of Massachusetts, acting by and through the Board, declare their official intent under §1.150-2(d)(1) and (e) of the Treasury Regulations as follows:

The Board reasonably expects that there shall be reimbursed from the proceeds of bonds issued by the Authority, expenditures (including expenditures made within the last 60 days) temporarily advanced by the Commonwealth (including within such term the Board and the State Universities) for the projects for which a written request is hereby authorized, the maximum principal amount of such bonds expected to be issued, all or a portion of the proceeds of which are reasonably expected to be used for such reimbursement purposes, being **\$12,940,000**.

Authority: Massachusetts General Laws Chapter 15A, Section 6

Contact: Sean P. Nelson, Deputy Commissioner of Administration & Finance

## VI. PRESENTATIONS

Commissioner Freeland said that General Counsel Papanikolaou did spectacular work collaborating with the segments in enhancing the Affirmative Action Plans. He reminded the BHE of the motion passed at Bristol Community College in October, where the Commissioner and DHE staff were charged to coordinate efforts underway at the segmental level to strengthen campus policies and practices on campus sexual violence. He said this was the first step in a process and that the DHE is committed to a continued discussion where we seek to define best practices across the state based on the work that all campuses are doing.

## **Workforce Development: The Next Plan**

*David Cedrone, Associate Commissioner for Economic and Workforce Development*

### List of Documents Used:

*December 9, 2014 BHE PowerPoint*

Commissioner Freeland introduced Associate Commissioner for Economic and Workforce Development David Cedrone, who presented a preliminary analysis targeting the next industry sector his division will address for workforce planning. He referenced prior reports on nursing, allied health and IT/Tech as context for the next sector focus. Vice Chair Ricciardi said he was happy with the results and asked if the projections for the nursing workforce would be limited by institutional capacity. Associate Commissioner Cedrone said that is a concern which is being addressed, including concerns about possible faculty shortages due in part to projected retirements.

Associate Commissioner Cedrone told BHE members that the areas of projected workforce growth are in manufacturing, biology, and financial services. The DHE is now using real-time workforce data to help inform the decision as to what industry sectors to study next. He said the legislature has recently formed a Financial Services Advisory Council (Established by Chapter 287 of the Acts of 2014) which over the coming year will further inform plans for this sector. In the near term of the current fiscal year, manufacturing and bio represent the priority.

Massachusetts has the most highly educated manufacturing workforce among leading technology states. Associate Commissioner Cedrone recommended that the BHE address the college-level workforce demand needs of the manufacturing sector, with special attention to the overlapping manufacturing (and IT/Technology) workforce needs in the Bio sector.

Board member Reimers said he would like to recommend a fourth sector for consideration for a workforce plan, K-12 educators. In 2008, the Secretary commissioned a report about what K-12 should look like in the 21<sup>st</sup> century. Board member Reimers said he would also like to request a report, similar to the nursing report, on K-12 education. He said this was critical to the future of the Commonwealth. Associate Commissioner Cedrone said they could take that under consideration.

Board member Luster asked if there were conversations with employers around educational attainment and requirements, and wondered if, in some cases, it would make more sense to require a certificate than Baccalaureate degree in an unrelated area. Associate Commissioner Cedrone said there would be opportunities to inform employers about different pathways to obtaining certain skills. Board member Hoffman said that manufacturing seems like the perfect next step and said she wants to ensure that the issue of requiring credentials that are not necessary for specific jobs is addressed.

## **Strategic Plan Review – Committee Report**

*Fernando Reimers, BHE Member and Committee Chair*

*Anne Perkins, Associate Commissioner for Academic Affairs*

### List of Documents Used:

Chair Desmond welcomed Board member Reimers and Associate Commissioner Perkins. Board member Reimers mentioned that Board members Luster and Toner were also on the Committee. He then outlined the three touch-point process, which would begin with a committee discussion with campuses. Board member Peden asked if there was a way to share best practices and if there were any resources available to the institutions to support strategic planning. Board member Reimers said that the first two touch points are formative and aim to assist the campuses while developing their strategic plan. He said that this would allow for a community of institutional planners that could assist one another across the Commonwealth.

Chair Desmond said that he sees this as introducing a culture of change and that this is something that can be embraced as a system. It is not a top-down process, but there is a genuine reason to engage campuses individually and to help in this process as well as to think about it in relation to statewide goals.

Vice Chair Ricciardi complimented the Committee for their work and echoed Board member Peden's point about becoming more involved at the front-end of the process and hopes that there has been enough involvement before the third touch point, so that everyone benefits. He also added a point concerning the ability to measure whether campuses are reaching their goals and thus creating some accountability, the way that was done with Presidential Evaluations.

Board member Peden said strategy turns to tactics and that good strategic plans should inform the work of the BHE. He said in an integrated system, the BHE needs to influence the strategy at the campus-level, which will in turn inform the work of the BHE.

Chair Desmond said he was pleased to see this work moving forward.

**VII. OTHER BUSINESS**

None

**VIII. PUBLIC PARTICIPATION**

None

**IX. ADJOURNMENT**

There being no further business, Chair Desmond adjourned the meeting at 12:12 p.m.

Respectfully submitted,  
Richard M. Freeland, Ph.D.  
Commissioner of the Department  
and Secretary to the Board