

**BOARD OF HIGHER EDUCATION**

June 20, 2017  
10:00 a.m.

Bunker Hill Community College  
Health and Wellness Center Gymnasium  
250 New Rutherford Avenue  
Boston, MA

**Meeting Minutes**

A meeting of the Board of Higher Education (BHE) was held on Tuesday, June 20, 2017 in the Health and Wellness Center Gymnasium at Bunker Hill Community College at 250 New Rutherford Avenue, Boston, Massachusetts.

**The following Board Members were present:**

Chris Gabrieli, Chairman  
Jasson Alvarado-Gomez  
Sheila Harrity  
Tom Hopcroft  
J.D. LaRock  
Paul Mattera  
Henry Thomas  
Paul Toner

Jim Peyser, Secretary of Education  
Carlos Santiago, Commissioner and Secretary to the Board

**The follow Board members were absent:**

Nancy Hoffman  
Fernando Reimers

**I. CALL TO ORDER**

Chair Gabrieli called the meeting to order at 10:05 a.m. and acknowledged that eleven people signed up to provide public commentary regarding the Salem State University (SSU) Presidential Appointment motion.

**II. PUBLIC PARTICIPATION**

List of Documents Used:

Chair Gabrieli announced that he would call each speaker forth, and that they would each have a strict window of three minutes to speak, with the time kept by Department of Higher Education (DHE) Chief of Staff Elena Quiroz-Livanis.

1. Judith Burchsted

Dr. Burchsted thanked members of the Board of Higher Education (BHE) for allowing her to speak and noted that she is a Professor of Biology at SSU, Vice President of the Salem Chapter of the State College Association, and a member/facilitator of the SSU Learning Committee on Contemplative Pedagogy. She attested to her attendance of all faculty

forums and Board of Trustees (BOT) forums, as well as having met all three finalist candidates for SSU's presidential search; and she felt that one candidate, Anny Morrobel-Sosa, was the best one because of her leadership in diversity, which she asserted as a key area of need for SSU. She then closed her remarks in expressing her wish for the BHE to reject John D. Keenan's appointment as president.

2. Gail Deegan

Ms. Deegan described her career, noting the honorary doctorate she received in 2002 and being a member of the Eos Foundation's Advisory Committee and how her career attests to her commitment to gender balance in higher education. She informed the BHE of the lack of women in leadership at the state universities (SU), noting a decline over the past 10 years from 5 out of 9 SU's having women presidents to only one currently, President Meservey, who is retiring. She further asserted that women have comprised 39% of the presidential finalists in the past 8 SU presidential searches, but none of them have been selected. Lastly, Ms. Deegan asked the BHE, rhetorically, whether it believed that today's leadership at the SU's reflects what it wants for Massachusetts; and that she would be eager to work with the BHE to address her concern.

3. Elizabeth Duclos-Orsello

Dr. Duclos-Orsello, speaking on behalf of her students and her 12 years of teaching at SSU, asked the BHE to reject the SSU BOT's recommendation of Mr. Keenan. She communicated to the BHE her concern rested between the SSU BOT's support of Mr. Keenan and the goals of higher education in Massachusetts, and further clarified that her concern was not related to the accomplishments of or the commitment to SSU from Mr. Keenan. Noting several examples of her concern that the voices and needs of women and people of color are central to success in higher education leadership, she stated her view of the BOT's decision to vote along racial lines in favor of Mr. Keenan over Dr. Morrobel-Sosa, and in deference to the vote of the Student Trustee, as troubling.

Dr. Duclos-Orsello closed her remarks in asserting that the SSU BOT's decision undermines SSU's commitment to diversity, and asked that the BHE consider whether the recommendation for Mr. Keenan serves SSU's commitment to diversity.

4. Andrew Duperval

SSU Student Trustee Duperval informed the BHE of his advocacy for diversity and inclusion, as well as student success initiatives during the presidential hiring process at SSU. Trustee Duperval noted that both Dr. Morrobel-Sosa and Mr. Keenan were equally qualified to be able to increase the student success outcomes he prioritized, but he, as well as many members of the SSU community, felt that one candidate, Dr. Morrobel-Sosa, was more qualified than Mr. Keenan to improve the experience of diverse community members of SSU based on her resume and prior publications. He then closed his remarks by describing the current climate at SSU, wherein community members feel that the BOT made this decision in favor of money instead of increasing diversity and student success, and asked the BHE to consider how their vote could

further impact SSU's climate.

5. Selena April (for Amy Everett)

Ms. April read aloud to the BHE a letter written by Dr. Amy Everett, an SSU professor. Dr. Everett's letter, written on behalf of faculty and librarians concerned for the future at SSU, communicated their belief that Mr. Keenan was the best candidate for SSU's future. The letter went on to state that the statistics gathered from surveys submitted by 11% of SSU faculty in favor of Dr. Maribel-Sosa were not representative of the faculty majority opinion, and elaborated on examples of legislation Mr. Keenan passed to the benefit of SSU, notably his success in helping the SU's become universities. The letter closed in asserting Mr. Keenan's awareness of state access points and the local Salem community, and how his knowledge of those poise him well to further SSU's momentum.

6. Regina Flynn

Dr. Regina Flynn, SSU English faculty, opened her remarks by describing her relationship with Mr. Keenan for the past 15 years and noting his outstanding city delegation when she was City Solicitor for Salem. Her testimony described Mr. Keenan's efforts at the Massachusetts Legislature on behalf of Salem, as well as his outreach to volunteer in communities of Salem and across the state, specifically raising funds for cancer research, and his membership on boards for human rights, social justice, and anti-defamation. Lastly, Dr. Flynn closed her remarks after citing numerous awards Mr. Keenan received for his legislative work, his fundraising for the new SSU library, and her belief that he continues to be the greatest advocate for all members of the SSU community.

7. Jim Gubbins

Dr. James (Jim) Gubbins, a member of the SSU faculty and SSU chapter of the State College Association described the process through which the faculty union led for receiving input and feedback regarding the presidential search. He noted that qualities that the librarians put forth as desired qualities of the next president, and how the survey responses compared each candidate to those qualities. He then thanked the BHE for their time and closed his remarks by listing the percentages of opinion reported from the survey, noting that the BHE, as well as the SSU BOT and Governor's office, had received copies of those survey results.

8. Rebecca Hains

Dr. Rebecca Hains attested in her remarks to the views shared by her untenured and at-will employed colleagues at SSU who felt they could not convey their honest opinions of the search without risking their job security. She specifically noted that, compared to her experiences of being on affirmative action hiring committees, it appeared to her that affirmative action principles of favoring candidates of gender and racial minorities when at-match with a similarly qualified candidate of a majority gender or racial identity were not taken into account by the SSU BOT. She referred the BHE to Dr. Morrobel-Sosa's experience in fundraising and 35-page CV as being dismissed by the SSU BOT. She closed her remarks stating that in witnessing the exchanges made during the SSU BOT meeting, concerns

were raised among SSU community members for the future of diversity at SSU.

9. Pierre Walker

Dr. Pierre (Peter) Walker, an SSU professor of 20 years, was present on the search committee and did not know Mr. Keenan prior to the search. Dr. Walker communicated to the BHE that he felt the SSU BOT's consideration for Mr. Keenan was deeply misguided, citing his skepticism of the search process, remarks made by SSU BOT members during deliberation, and the accelerated timeline of the search overall as examples. He further elaborated on the lack of a wrap-up meeting at the commencement of first round interviews, a lack of a second round check-in with the search committee, and no time for rigorous follow-up questions. He closed his remarks asking the BHE to reject the SSU BOT's recommendation of Mr. Keenan.

10. James Muse

Mr. James Muse, an alum of SSU and Chairman of SSU's Foundation, who grew up with Mr. Keenan attested to Mr. Keenan's character and his leadership for vision and fundraising on behalf of SSU. Mr. Muse continued in his testimony to describe Mr. Keenan's leadership and his ability to rally the troops behind his objectives, and that Mr. Keenan's likely ability to fundraise combined with his hard work ethic, leadership, and integrity will benefit current and future SSU students. He closed his remarks in asking the BHE to confirm Mr. Keenan's appointment.

11. Patricia Meservey

SSU President Patricia (Pat) Maguire Meservey opened her remarks in first noting her recusal from the presidential search process, as is traditionally followed by current sitting presidents. She offered her independent assessment of Mr. Keenan, citing his recommendation for Vice President in 2014 despite being a non-traditional candidate for that role. She continued to elaborate on the necessity for non-traditional backgrounds to fill roles in higher education, and noted critical areas of Mr. Keenan's portfolio that could contribute to SSU's future success. Most impressive to her in her three years of working with him were his accomplishments, collaborative style, ability to recruit, and willingness to ask questions and learn when necessary. President Meservey further provided examples of those qualities by discussing Mr. Keenan's commitment to transforming the SSU gymnasium and science lab, as well as his utilization of his criminal justice knowledge to obtain federal resources that enabled SSU to host a regional sexual violence prevention institute.

After President Meservey commenced her testimony, Chair Gabrieli closed the public commentary period and announced that the BHE would then deliberate on Motion BHE 17-07 starting with remarks from Commissioner Santiago.

### III. MOTIONS

List of Documents Used:

*BHE 17-07, and attachments*

*June 20, 2017 letter from Paul Mattera to Chair Gabrieli*

## **A. Board of Higher Education**

Chair Gabrieli called for a motion on BHE 17-07 and it was seconded. The Board then discussed the motion, inviting Commissioner Santiago to speak first.

Commissioner Santiago addressed the BHE and informed the Board that under current BHE presidential appointment guidelines, it is the role of the Commissioner of Higher Education to provide recommendations to the BHE for appointment of SU and Community College (CC) presidents. Commissioner Santiago stated his preparation and intent to do so, and thanked the SSU BOT for their leadership in the presidential search process, as well as the members of the public who provided testimony to the BHE regarding Motion 17-07.

Commissioner Santiago first discussed his observation that the SSU's presidential search committee did not fully comply with the June 2013 BHE guidelines for presidential appointment by having a member of the DHE on the SSU presidential search committee. Commissioner Santiago informed the BHE that he reviewed the campus profile for the position and reviewed finalists for the diversity of the candidates in the final pool. He then stated that both he and Secretary of Education James Peyser joined the final three interviews. During and after those interviews, Commissioner Santiago stated that he shared his impressions but did not share a recommendation as stipulated in the June 2013 presidential search guidelines. He noted that all three candidates were qualified in their own ways, and informed the BHE that the SSU BOT was initially divided between Dr. Morrobel-Sosa and Mr. Keenan, but then voted in favor of Mr. Keenan. Commissioner Santiago acknowledged there being a desire for an SSU president with local ties to Salem and Beacon Hill in an era of limited growth, but also noted on the other hand that seismic shifts in the demographics of higher education are calling for more diverse candidates to lead postsecondary institutions.

Commissioner Santiago shared with the BHE that during his tenure since July 1, 2015, nine presidential searches have been completed resulting in the appointment of presidents who were serving institutions outside of Massachusetts prior to their appointment, as well as two women and two Hispanic candidates that replaced white men as their predecessors, resulting in an overall positive stride towards diversity in aggregate, and that this momentum should continue. The Commissioner also identified three immediate challenges that would likely be faced by the new SSU president: 1) that he will have to bridge a divided campus and earn trust after the results of the SSU BOT decision, 2) that the dissenting voices of the SSU BOT were African American, one being the Student Trustee, and this observation is troublesome because the Commissioner's experience leads him to believe that more diverse BOT's lead to more effective decision-making, and specifically that BOT demographics need to reflect demographic changes on campus, and 3) that a thorough review of existing policies and practices by the BHE appeared to be in order.

Lastly, the Commissioner stated that no aspect of his commentary should limit the BHE's discussion, and then Chair Gabrieli transitioned the discussion to SSU BOT Chair Paul Mattera to present the SSU BOT

presidential search process and brief the BHE on the search, as well as to hear from Mr. Keenan before discussion of the Motion.

SSU BOT Chair Mattera introduced himself, Terry Chisholm, SSU Trustee who led the presidential search committee, and Mr. Keenan. Chair Mattera also acknowledged other SSU Trustees present in the room – Jacob Segal, Oscar Malcolm, Elliot Katzman, and Student Trustee Andrew Duperval. Chair Mattera expressed his pleasure in recommending Mr. Keenan to be the next president of SSU on behalf of the SSU BOT. He then explained that his panel would share their review of the comprehensive, open, and transparent presidential search process and introduced Trustee Chisholm to provide the BHE with their review.

SSU Trustee Chisholm informed the BHE of her role as chair of the presidential search committee and a brief overview of her twenty-nine year career in higher education. She described the fourteen-person presidential search committee that the trustees formed, in compliance with the BHE's presidential search guidelines, after President Meservey announced that she would step down from her role as President. Trustee Chisholm described the first step taken, which was to develop detailed prospectus which captured what SSU's community sought from its next president-through hearings and listening sessions on campus. In February, the SSU BOT discussed the feasibility of a non-traditional candidate for president, and came to the conclusion that a non-traditional candidate would be ideal for the role given the trends and challenges of campus presidents nationwide. She then communicated the five areas of improvement the SSU community sought from its next president, which were approved by Commissioner Santiago. Trustee Chisholm closed her remarks by describing how she and her colleagues narrowed 106 candidates to eleven semi-finalists, then to four finalists, all four of which were interviewed by Commissioner Santiago and Secretary Peyser respectively.

Chair Mattera then resumed the presentation, stating that at the beginning of the May 24, 2017 BOT meeting he was unsure which finalist was going to be recommended to be the next president. He further noted that to him, it was clear that two extremely well-qualified candidates emerged. One candidate reflecting academic leadership and a reflection of her personal journey akin to students at SSU with experience as a Dean and Academic Provost with an obvious empathy to diverse students. The other, a candidate more appealing to trustees, community leaders, fundraisers, and strategic planners as a result of his legal training, political acumen, and work ethic. Both candidates demonstrated leadership abilities and their independent personal qualities easily qualified either of them to be an effective president. Initially, he explained, the Board tied for each candidate, and further discussed how the Board collectively valued Mr. Keenan's community skill set more than Dr. Morrobel-Sosa's prior experiences, and the Board's vote reflected that preference. Chair Mattera closed his remarks in stating that he wished to assert the point that choosing a president is the most important action a BOT is asked to take, and is often the most difficult. Acknowledging this challenge, he stated that the BOT was humble, proud, and confident to recommend Mr. Keenan, who the BOT believed would serve SSU and the SU segment well. He also asked for his letter to the BHE to be included in the record as a supplement to his remarks. Chair Mattera then introduced Mr. Keenan to the

BHE.

Mr. Keenan introduced himself to the BHE as a proud son of Salem and its public schools, and expressed his honor in being nominated to serve as SSU's next president. He discussed his experience as a first generation student, working through earning his Juris Doctorate from Suffolk University, and his legal career prior to his hiring as General Counsel for SSU. Mr. Keenan elaborated on how he hopes to collaborate with DHE to maintain affordability and increase access to diverse students at SSU, close achievement gaps, and address campus safety and sexual violence prevention. Other areas of administration he expressed interest in were increasing enrollment, gaining auxiliary revenue, working on preliminary high school designation in Salem, Lawrence, and Lynn, and further increasing diversity at SSU as well as increasing recruitment and retainment of diverse faculty. Mr. Keenan closed by sharing an anecdote about a student's life that was turned around by his support network at SSU, and he asked the BHE to confirm his nomination.

Chair Gabrieli thanked the panel for speaking and opened the BHE commentary period prior to voting on the BHE 17-07 motion. Chair Gabrieli stated to the BHE its statutory obligation to either vote to confirm or reject the SSU BOT's recommendation of Mr. Keenan for its next president. He expressed further that the BHE takes votes such as these quite seriously, and cited the BHE's history of asking questions of import to the recommended candidate before taking a vote. Chair Gabrieli acknowledged the challenges members of the public charged the BHE to consider in making its determination on this motion, and stated that he would grant each BHE member the opportunity to ask Mr. Keenan questions.

BHE member Henry Thomas III posed two questions, one to Mr. Keenan and the other to Commissioner Santiago. He asked Mr. Keenan what the first thing he would do to bridge the community divide at SSU caused by the result of his recommendation. Mr. Keenan replied to Mr. Thomas' question by stating his approach would be to address the campus divide openly and transparently, and that he would eagerly utilize the results of the SSU campus climate survey this fall to inform those conversations. He noted other aspects to his address of the campus divide, such as staffing a new Vice President of Diversity and Inclusion, developing a better process for reviewing instances of bias on campus, and assured the BHE that he is a good listener and enjoys having difficult conversations.

Mr. Thomas then asked Commissioner Santiago his second question: to clarify the racial divide of the SSU BOT vote. Commissioner Santiago clarified that the SSU BOT vote divided along racial lines wherein the three trustees of color voted for Dr. Morrobel-Sosa, and the others for Mr. Keenan. He then discussed how, in his experience, more diverse BOT's bring about better conversation and alternative viewpoints, citing his hiring practices in the past that diversified his staff, and as a result attained a more valuable staff. He expressed concern that Massachusetts could be better at diversifying its BOT's and welcoming disparate voices into BOT's

Mr. Thomas inquired as to whether anything nefarious or illegal occurred during the search, such as a violation of the presidential search guidelines. He noted that one might see the vote divide from the SSU BOT as a

difference of opinion because all three candidates appeared to be qualified, and suggested that fairness and equity issues did not seem apparent here.

BHE member Mr. Paul Toner then asked Mr. Keenan how he would address potential faculty criticism of his lacking in academic research. Mr. Keenan assured Mr. Toner that he does hold a terminal degree – his juris Doctorate from Suffolk University – and that he has enjoyed engaging with faculty in the academic areas of first amendment rights and constitutional law. He further stated his intent to engage with faculty through shared governance and working with Provost David Silva as well as the academic deans of SSU. Mr. Toner then inquired to the BHE how the BHE might tackle the issue of BHE members' participation in the presidential search interview process.

BHE Vice Chair Sheila Harrity announced her appreciation for the commentary that had been shared from Trustee Chisholm, Mr. Keenan, and Trustee Mattera. She asked a follow-up question to Mr. Keenan to speak to his experience working with high schools, connecting early college pipelines, and his fundraising tactics. Mr. Keenan replied to Vice Chair Harrity's question by first stating his prior and continued commitment to increasing the number of minority students taking AP classes in high school. He spoke further to his commitment to enrolling more Latino/a students in early college programs, and working with the Superintendent of Salem to improve pathways for such enrollment. Mr. Keenan identified the surrounding communities of Lawrence and Lynn as communities he is eager to increase SSU enrollment from, and emphasizing pathways for students from Salem high schools to move directly onto SSU as soon as possible. He then addressed Vice Chair Harrity's fundraising question by discussing how he had secured funds for the City of Salem in the past as a legislator, and noted SSU employees' campus pride as a meaningful contributor to his future fundraising successes at SSU.

Secretary Peyser acknowledged his participation in Mr. Keenan's final round interview and stated that he had no further questions for Mr. Keenan. The Secretary stated that his comments solely concerned his own and the Commissioner's roles in the presidential search process. He further discussed the BHE's general role as being one to affirm whether the presidential search process was followed faithfully or not, and whether to confirm or reject the SSU trustees' recommendation.

BHE member Mr. Tom Hopcroft asked Mr. Keenan how he would assess the degree of divide within the SSU community, and what percentages of resources and time he would lend towards addressing that issue. Mr. Keenan acknowledged that support for his candidacy had been overwhelmingly positive from his perspective, but that the discussion was an important one to have regarding those who continue to question his skill set. He noted the history of doing his job well at SSU as a defense to that critique, and recognized that he would have to roll up his sleeves to continue to be a role model for other first generation students in the SSU community.

BHE Student Member Jasson Alvarado-Gomez from Mount Wachusett Community College shared a personal anecdote about his experience as a Latino and immigrant student. He acknowledged that while a lot of SSU community members might have been happier to see Dr. Morrobel-Sosa as the recommended candidate, he believed that Mr. Keenan's credentials and

recommendation should warrant a good faith belief in his ability to perform as the next president of SSU. He lastly acknowledged the need for minorities' voices to be represented and stated his belief in Mr. Keenan's ability to represent those voices effectively as president.

BHE member J.D. LaRock called attention to the multi-faceted nature of a president's role, specifically their need to be an entrepreneur, effective fundraiser, and politician. He asserted that at the end of the day, SSU is an institution of higher learning, and that he believed the future of SSU depends on its ability to engage in excellent teaching and producing excellent learning. He asked Mr. Keenan to speak to his analysis of curriculum pedagogy at SSU, and to note where he sees strengths and gaps as compared to the BHE. Mr. Keenan celebrated SSU's increase of its graduation rate from 37 to 52 percent, as well as its investments in student services. He anticipated that he would attempt to review all student success programs that are in place to refine and invest in the most successful programs to increase the graduation rate to 60 percent if possible. He remarked on the status of SSU's general education program and stated his commitment to ensuring that it lives up to and beyond its aspirations. Mr. Keenan then brought today's financial strain on resources to light, and urged the need for SSU to look at online education as a source for college completion programs. Lastly, he addressed his commitment to diverse faculty and the need for performing exit interviews to better understand SSU's role in retaining diverse faculty, as well as generally identifying STEM fields and fields requiring professional doctorates as areas for academic growth at SSU.

Mr. LaRock commented on the presidential search process, appreciating Secretary Peyser's articulation of the BHE's role in that process. Mr. Toner acknowledged Mr. LaRock's comment on process and stated his willingness, and opinion that it would be wise, to review how the BHE interacts with and oversees the appointment of new presidents. He acknowledged that the BHE's appointment of its best people to presidential search committees is an invaluable asset.

Chair Gabrieli recommended that the BHE consider reviewing its processes and guidelines for presidential search committees. He noted that the BHE does not appear to provide particular guidance on matters such as diversity to trustees as they initiate searches. Chair Gabrieli also recognized that despite the BHE members' invitations to the presidential search committee's interviews, not all BHE members participated in the process. He called for better participation and for the BHE to develop better guidelines if it aspires to ensure the diversity of SU leadership.

Chair Gabrieli called a roll call vote for BHE 17-07 below in which all BHE members present voted yes, except for Mr. Mattera, who recused himself. The motion was passed, and there was no further discussion on the motion.

**BHE 17-07 Salem State University Presidential Appointment**

**MOVED:** The Board of Higher Education hereby approves the May 24, 2017 recommendation of the Salem State University Board of Trustee recommending John D. Keenan as President of Salem State University. Such appointment is effective on or about August 6,

2017, is subject to the successful and satisfactory completion of a State Police 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**

*List of Documents Used:*

Bunker Hill Community College (BHCC) President Pam Eddinger opened the BHE meeting in recognition of the 1600 students BHCC proudly graduated this term. Highlighting the demographics of the student body, President Eddinger celebrated BHCC graduates' abilities to leap upwards two income brackets after completing their programs. She attributed some of this success to BHCC's commitment to STEM and healthcare, and especially its investment in programs that place BHCC graduates in the creative economy of Boston. She closed her opening remarks with the phrase "24, 24, 24, 15, 10," which represents the racial demographics of BHCC and how its racial diversity is complemented by its curricular pedagogy.

#### **V. ACCEPTANCE OF MINUTES**

*List of Documents Used:*  
*May 9, 2017 BHE Meeting Minutes*

Chair Gabrieli asked for a motion to approve the minutes of the May 9, 2017 BHE meeting. The motion was seconded and unanimously approved without further discussion.

#### **VI. REMARKS & REPORTS**

*List of Documents Used:*  
*Resolution for Jack Sbrega*  
*Resolution for Charles Wall*

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

Chair Gabrieli announced BHE member Dani Monroe's resignation from the BHE; he thanked Ms. Monroe for her invaluable service to the board. He then acknowledged that this will be BHE student member Jasson Alvarado-Gomez's last meeting on the BHE. He thanked Jasson for his service and wished him well. Finally Chair Gabrieli recognized two retiring presidents: President Wall who will be stepping down from Massasoit Community College after fifteen years of service; and President Sbrega who's tenure at Berkshire Community College (BCC) spanned seventeen years. Chair Gabrieli presented Presidents Wall and Sbrega with citations from the legislature in recognition of their service.

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

Commissioner Santiago announced that he would save his remarks for his year-end report later in the meeting, and recognized the Presidents from

various campuses present at the meeting including: President Birge, President Carberry, President Cevallos, President Cox, President Eddinger, President Gentile, President Hart, President Kennedy, President Meservey, President Sbrega, and President Wall, as well as Vincent Pedone of the State University Council of Presidents.

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

In the interest of time, the Secretary did not give remarks.

**D. Reports from Presidents**

*Documents Used*

*President Cevallos' written remarks*

**Report from the Community Colleges**

President Kennedy of Berkshire Community College gave remarks in place of President Cox of Cape Cod Community College. She introduced three points to the BHE starting with how the community colleges' segment has responded to the financial strains tied to collective bargaining-namely through the reduction of faculty and staff and she asked the BHE to advocate to fully fund collective bargaining and add it to the community college base. Second, president Kennedy thanked the BHE for including the community college in the strategic framework for capital planning development and asked the BHE to support legislation that would help fund capital projects. Lastly, President Kennedy referenced the community colleges' role in providing the highly skilled workforce Massachusetts needs, but cited a lack of laboratory space as a barrier to increasing enrollment and fulfilling the needs of the Massachusetts workforce.

**Report from the State Universities**

President Cevallos congratulated President Kennedy and welcomed her to her new role on the council of presidents next year, and announced that President Clark would be succeeding him in his role as Chair of the State University Council of Presidents, effective July 1, 2017. He communicated to the BHE that he would submit his detailed remarks in writing to the BHE and thanked Commissioner Santiago for his advocacy on behalf of higher education and the public institutions.

**E. Report from Student Advisory Council**

BHE student member Mr. Alvarado-Gomez expressed to the BHE that he would be leaving the United States for Colombia where he has taken a position with Telemundo. He then introduced the BHE to its new student member for the upcoming year, Danielle Dupuis of Bridgewater State University (BSU).

Ms. Dupuis shared an anecdote about her interview for the BHE student member position and remarked on how her experience as a first-generation student and President of BSU's Student Government Association helped develop her passion for higher education and student success. She expressed excitement for this opportunity and stated that she looks forward to expanding her knowledge on the BHE.

## VII. MOTIONS

### List of Documents Used:

AAC 17-18 through AAC 17-30; FAAP 17-25; BHE 17-08 through 17-10

### **B. Academic Affairs**

Vice Chair Harrity stated that the Academic Affairs Committee reviewed five new program proposals at their meeting the previous week. She then called for a motion on AAC 17-23. The motion was seconded and unanimously approved without discussion.

#### **AAC 17-23 Consent Agenda – AAC 17-18 through 17-22**

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

- AAC 17-18 Massachusetts College of Liberal Arts  
Bachelor of Science in Community Health Education
- AAC 17-19 Massachusetts College of Liberal Arts  
Bachelor of Science in Health Sciences
- AAC 17-20 University of Massachusetts Amherst  
Bachelor of Science, Master of Science, and Doctor  
of Philosophy in Biomedical Engineering
- AAC 17-21 University of Massachusetts Dartmouth  
Doctor of Philosophy in Integrative Biology
- AAC 17-22 University of Massachusetts Lowell  
Bachelor of Science in Environmental Engineering

Authority: Article III, Section 6, By-Laws

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

Vice Chair Harrity shared that there were several Commonwealth Honors Program renewals that went before the AAC. She then called for a motion on AAC 17-28. The motion was seconded and unanimously approved without discussion.

#### **AAC 17-28 Consent Agenda – AAC 17-24 through 17-27**

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

- AAC 17-24 Renewal of Middlesex Community College in the  
Commonwealth Honors Program
- AAC 17-25 Renewal of North Shore Community College in the  
Commonwealth Honors Program
- AAC 17-26 Renewal of Quinsigamond Community College in  
the Commonwealth Honors Program
- AAC 17-27 Renewal of Salem State University in the  
Commonwealth Honors Program

Authority: Article III, Section 6, By-Laws

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

Vice Chair Harrity called for a motion on AAC 17-29. The motion was seconded and unanimously approved without discussion.

### **AAC 17-29 Community College Transfer Principles**

**MOVED:** The Board of Higher Education hereby adopts the attached statewide Community College Transfer Principles and calls upon the Commissioner and the Community College Presidents to work together to implement the Community College Transfer Principles by September 2017.

Authority: Massachusetts General Laws Chapter 15A, § 9(u) and (v)

Contact: Elena Quiroz-Livanis, Chief of Staff and Director of Academic Policy and Student Success

Vice Chair Harrity called for a motion on AAC 17-30. The motion was seconded and unanimously approved without discussion.

### **AAC 17-30 Amendment to MassTransfer Policy to include STEM Gen Ed Foundation**

**MOVED:** In June 2008, the Board accepted the Final Report of the Commonwealth Transfer Advisory Group (CTAG) and adopted the MassTransfer Policy. In furtherance of the CTAG recommendations, the Board directed the Department to continue ongoing efforts to create a seamless system of transfer.

To that end, in Spring 2017 the Commissioner convened the “Exploring STEM Foundations for Transfer Students Committee” (the Committee), a group of campus stakeholders charged with exploring and making recommendations to address the unique challenges faced by STEM students seeking to transfer from a community college to a state university or a University of Massachusetts campus. As outlined in the attached background document, the Committee has completed its work and is recommending amendments to the MassTransfer Policy to improve its effectiveness.

The Board thanks the Committee for its work and, consistent with the Committee’s recommendations, hereby amends the MassTransfer Policy, as follows:

1. The number of General Education (Gen Ed) Foundation courses will be reduced from 34 credits to 28 credits for students in A2B STEM pathways.
2. The reduction will take place in two categories: behavioral and social sciences and humanities and fine arts. Community college students enrolled in A2B STEM pathways will be required to complete at least six credits in each of these categories.

3. The receiving institutions can require up to an additional four courses in order to satisfy their general education requirements.

The Board directs the Commissioner to work with the campuses to implement these policy amendments by the Fall of 2018, to continue ongoing efforts to create a seamless system of transfer, and to periodically report back to the BHE on the Department's progress in this regard.

Authority: Massachusetts General Laws Chapter 15A, §§ 6 and 9(v)

Contact: Allison Little, Executive Director of STEM

Elena Quiroz-Livanis, Chief of Staff and Director of Academic Policy and Student Success

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

Mr. Hopcroft called for a motion on FAAP 17-25. The motion was seconded and unanimously approved without discussion.

#### **FAAP 17-25 Adoption of the Massachusetts 403(B) Elective Deferral Savings Plan Restatement**

**MOVED:** In accordance with the applicable provisions of Chapter 15, Section 18A, of the Massachusetts General Laws, as amended, the Board of Higher Education herein adopts the restatement of the Massachusetts 403(b) Elective Deferral Savings Plan, represented by the attached plan document, to be effective as of January 1, 2017.

Authority: Massachusetts General Laws Chapter 15, Section 18A

Contact: Richard Nunes, Public Higher Education Employee Retirement Director

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

#### List of Documents Used: *6/20/17 Early College BHE Presentation*

Dr. Patricia Marshall, Ph.D, Deputy Commissioner for Academic Affairs & Student Success, introduced BHE 17-08 with a brief presentation on the Early College program. She outlined the timeline of the program's development and the work of the Early College Joint Committee (ECJC) which helped to gather and refine feedback from key stakeholders throughout the program's development. She then introduced Christine Williams, Director of Strategic Initiatives, to discuss the designation process more in-depth.

Ms. Williams thanked the BHE for allowing her to present and expressed her pleasure in working with the ECJC on the Early College criteria. She expressed that it was the intent of the ECJC to ensure that the Early College designation would reflect the best intention of the Department of Elementary and Secondary Education (DESE) and DHE, and through participation with

policy partners and stakeholders, the ECJC designed its criteria from the Parthenon study released in January 2017 by DESE and DHE. She noted that the principles reflect the BHE's goal for early college to be a holistic approach to helping students graduate from high school with credits towards futures in higher learning. Ms. Williams further broke down the process and stages through which the ECJC formed its criteria, and emphasized that Early College is a way for Massachusetts to help its students realized their promise.

Chair Gabrieli called for a motion on BHE 17-08. The motion was seconded and unanimously approved. Discussion followed.

Secretary Peyser commented on the Early College pathways report and attested to BHCC's acquisition of a grant to support the development and expansion of high quality career pathways in a contextual manner that includes Early College. He further recognized that the Early College principles are parallel to the six basic components of the career pathways in such a way that simplified the process for high schools and colleges to interact with each other. Secretary Peyser distinguished Early College from vocational education in clarifying that Early College does not address occupational training and certification, but rather educates students in broader industry perspectives with opportunities to take technical coursework and experience workplace learning. He concluded his commentary in also discussing that Early College prepares students not just for their career, but also to go further along in higher education.

Mr. LaRock inquired to whom the Early College program applies. Secretary Peyser addressed Mr. LaRock's inquiry and clarified the intent for the Early College program to be for all as a scalable opportunity. He further stated that over time, it is the goal to develop career pathways at all high schools in Massachusetts, not just the vocational high schools. He further clarified in response to Mr. LaRock's inquiry that while there are no signature areas in mind, there is a labor analysis requirement of the high schools and employers wishing to participate that would help prepare students for opportunities in their region.

Vice Chair Harrity applauded everyone's efforts and remarked that the program appeared to be a great way to break through educational silos. Chair Gabrieli thanked Vice Chair Harrity and recognized the work of the Executive Office of Education, DHE staff and others involved.

**BHE 17-08      Approval of Early College Program Designation Process and Criteria**

**MOVED:**      The Board of Elementary & Secondary Education (BESE) and the Board of Higher Education (BHE) (collectively "the Boards"), having voted in January 2017 to establish an Early College Joint Committee (ECJC), express their appreciation to the ECJC and to the staff of the Departments of Higher Education (DHE) and Elementary and Secondary Education (DESE) for their work on the proposed Early College Program Designation process and criteria.

Having received and reviewed the ECJC's recommended Early College Program Designation process and criteria, the Board of Higher Education hereby endorses the Early College Program

Designation process and criteria as presented and attached.

Upon endorsement of the Early College Program Designation process and criteria by each of the Boards, the Commissioners of DHE and DESE shall work together to oversee the implementation and any necessary refinement of the approved designation process and criteria and shall periodically report back to the ECJC in this regard. The ECJC shall continue to convene as needed to approve final designation of Early College Programs, review the continued administration of the Early College Designation process, review and approve any significant changes to the Early College Designation Criteria, and consider and recommend opportunities for the further support and promotion of Early College in Massachusetts. The ECJC shall provide a progress report to the Boards, either individually or through a joint session, at least once per fiscal year.

Authority: M.G.L. c. 15A, §9(u) and M.G.L. c. 69, §1B

Contact: Carlos E. Santiago, Commissioner, Department of Higher Education

Mitchell D. Chester, Commissioner, Department of Elementary and Secondary Education.

Chair Gabrieli called for a motion on BHE 17-09. The motion was seconded and unanimously approved. Chair Gabrieli clarified for BHE members that a failure to attend the minimum number of meetings would constitute an automatic loss of optional choice.

**BHE 17-09 Board of Higher Education Fiscal Year 2018 Meeting Schedule**

**MOVED:** that the Board of Higher Education approve the schedule of regular board meetings for Fiscal Year 2018, 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 called for a motion on BHE 17-10. The motion was seconded and unanimously approved

**BHE 17-10 Summer Delegation of Authority**

**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

## VIII. PRESENTATIONS

### List of Documents Used:

#### *6/20/17 Commissioner's Year End Report*

- **Commissioner's Year-End Report**

*Carlos E. Santiago, Commissioner, Department of Higher Education*

Chair Gabrieli introduced this tradition, and announced there would be one last resolution before adjournment.

Commissioner Santiago discussed the importance of the Commissioner's Year-End Report and how it articulates the conversations to be had at the BHE's summer retreat. He shared the BHE five goals that were established at the 2016 BHE retreat, and mentioned how he uses this slide when presenting at the public campuses for them to understand where the BHE is headed to make it easier for the campuses to realize how best to integrate their activities so as to promote a systemic nature among all campuses. The Commissioner explained over the past year, the seven major initiatives of the Vision Project are now condensing into three primary initiatives: college participation, completion, and the closing of achievement gaps. He delivered updates and remarks in various areas of the DHE's work including: Early College design, the effort to provide underserved high school students with college experiences; remediation reduction, an effort that has made substantial progress and is extending into English as well; program approval and strategic planning, several steps closer towards the BHE developing an ability to truly measure system-wide progress by ensuring metrics are included in every strategic plan; college affordability and completion, the broadening of six to sixteen pathways for transfer within the system and provision of financial aid to support such initiatives; campus safety and violence prevention, the movement bringing system-wide attention to this important issue and the advocacy for resources to continue supporting this work; accountability and performance-based funding, the development of a new interactive data dashboard for campuses to think about their performance in wider contexts; online learning, the consensus developed in conjunction with Secretary Peyser to await legislative action before applying to join the State Authorization Reciprocity Agreement (SARA) in the hopes of reaching students that have not been reached in prior years; and other FY2017 initiatives, such as linking the overarching goals of the BHE with the individual campuses and the Commissioner's work with Early Education and Care Commissioner Weber on the Early Educator Scholarship overhaul that will help Massachusetts realize its important goal of helping the early educator workforce become more qualified.

Mr. Thomas remarked on the ongoing conversation of the AAC committee to build a stronger nexus between higher education and Pre K-12, asserting that Pre K-12 is the pipeline and lifeline of higher education and the BHE should prioritize how it can strengthen that nexus.

Vice Chair Harrity thanked Commissioner Santiago and the campuses for their work this past year, communicated her excitement for the upcoming retreat, and expressed how energizing the Commissioner's remarks were

to hear as well as her excitement for students in the Commonwealth.

Secretary Peyser thanked Commissioner Santiago for a productive year both individually and collectively for how he rallied the DHE around the goals agreed upon between the Secretary and the Commissioner. He reflected on the conversation he shared with the Commissioner around shifting the frame of public higher education from low cost to high value, and expressed appreciation for the Commissioner and Department's work in that regard.

## IX. OTHER BUSINESS

List of Documents Used:  
BHE 17-11

Chair Gabrieli called for a motion for the BHE to review its presidential search guidelines. The motion was seconded and unanimously approved without further discussion.

**BHE 17-11      MOTION TO AUTHORIZE A COMPREHENSIVE REVIEW OF THE EXISTING PROCESS AND PROCEDURES FOR THE SEARCH, SELECTION AND APPOINTMENT OF STATE UNIVERSITY AND COMMUNITY COLLEGE PRESIDENTS**

**MOVED:**      The Commissioner shall work in consultation with the Executive Committee of the Board of Higher Education (BHE) to review and evaluate the current process for the search, selection and appointment of state university and community college presidents. Said work shall include: 1) a review of the BHE's statutory authority; 2) a review of the BHE's existing regulations, guidelines and procedures; 3) research on other states' approaches; and 4) stakeholder input.

The Commissioner will develop and present recommendations which shall include, but not be limited to, ways to enhance BHE involvement while continuing to preserve the essential balance between system and local priorities, and ways to increase diversity in campus leadership positions.

The Commissioner and the Executive Committee shall report their findings and recommendations to the BHE by June 2018.

Authority:      M.G.L. c. 15A §§ 6, 9 and 21.

Contact:      Constantia T. Papanikolaou, General Counsel

## X. ADJOURNMENT

Chair Gabrieli called for a motion to adjourn. The motion was seconded and unanimously approved without further discussion. The meeting was adjourned at 1:30.

Respectfully submitted,

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