

BOARD OF HIGHER EDUCATION

October 31, 2017

10:00 a.m.

Westfield State University
577 Western Avenue
Westfield, MA

Meeting Minutes

A meeting of the Board of Higher Education (BHE) was held on Tuesday, October 31, 2017 in Scanlon Hall at Westfield State University.

The following Board Members were present:

Chris Gabrieli, Chair

Danielle Dupuis, Student Member, Bridgewater State University

Nancy Hoffman

Tom Hopcroft

JD LaRock

Paul Mattera

James Peyser, Secretary of Education

Paul Toner

Ashley McHugh – Community College Segmental Student Advisor, non-voting member

Carlos E. Santiago, Commissioner and Secretary to the Board

The following Board members were absent:

Sheila Harrity, Vice Chair

Henry Thomas

Fernando Reimers¹

I. CALL TO ORDER

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

II. PUBLIC PARTICIPATION

List of Documents Used:

Chair Gabrieli announced that he did receive notification from two members of the public who wished to address the Board today. He stated 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) staff.

¹ Board Member Reimers participated remotely, by telephone, for the limited purpose of listening in to the discussions.

List of Documents Used:

Written Testimony – Sherry Horeanopoulos

Written Testimony – C.J. O'Donnell

1. Sherry Horeanopoulos

Sherry Horeanopoulos thanked members of the Board of Higher Education (BHE) for allowing her to speak and noted that she is the President of Association of Professional Administrators (APA). Ms. Horeanopoulos began her remarks by acknowledging that today marked 304 days without a ratified contract for the APA. Article 16A Agreement expired on December 31, 2016. The APA is six months ahead of every other union that bargains their contract. In 2017, they were 15 months into the contractual process before the parameters were offered and bargaining processes often gets stalled. Their union representatives have asked during negotiation periods to be put on the same schedule as the Massachusetts State College Association (MSCA) contract, so that they can continue contract bargaining in a timely manner. The APA is ultimately asking for a six-month contract at one half of one percent, followed by a three year contract under the current financial offer.

2. CJ O'Donnell

Mr. O'Donnell thanked members of the Board of Higher Education (BHE) for allowing him to address the Board and stated that he is the President of the Massachusetts State College Association (MSCA). Mr. O'Donnell highlighted that their union represents 4,000 librarians and faculty at the 9 state universities. He explained that the union's efforts to improve working conditions for adjunct faculty have failed because both parties must agree. The MSCA would like to resolve the matter, but it is unlikely to happen because of the current outstanding language items and the low economic offer. They are asking BHE to consider contacting the Governor to urge him to authorize a better economic plan.

After Mr. O'Donnell concluded his testimony, Chair Gabrieli invited the President of Westfield State University, Dr. Ramon Torrecilha, to give the welcome address.

III. WELCOME

List of Documents Used:

Emergency Response PowerPoint Presentation by Nathan Moreau

President Ramon Torrecilha welcomed Board members and attendees to Westfield State University (WSU). He explained that the campus is focused on a vision for WSU to be a model public institution. They want to link their strong legacy with the promise of their future. The goals are to increase the graduation rate, narrow achievement gaps and create a better prepared workforce. The Westfield Promise, which is their Early College program, has 91 students for their first cohort. Westfield State University has enrolled 1300 students of which 40% are from Eastern Massachusetts. Graduates tend to embrace Western Massachusetts as a place to live and start a career.

President Torrecilha then welcomed student Nathan Moreau to give a presentation which will exemplify the innovative student work underway at WSU. Mr. Moreau explained that he was working with the City of Chicopee and that he views his research as a resource for the City. His project was to explore the effects of removing a fire station that serviced the City and how that would impact response times for firefighters. Mr. Moreau used Geographic Information System (GIS) and network analysis in his research and shared his results with the Board. In the future, he would like to further analyze the response times for disadvantaged communities. To that end, he has a scheduled meeting with the Mayor of Chicopee to discuss alternatives and ways that his research could be used for local decision-making.

IV. ACCEPTANCE OF MINUTES

List of Documents Used:

June 20, 2017 BHE Meeting Minutes

September 7th, 2017 BHE Retreat Minutes

Chairman Gabrieli brought forth a motion to accept the Minutes of the June 20, 2017 BHE meeting. The motion was seconded and the Minutes were approved unanimously by all Board members present.

Chairman Gabrieli brought forth a motion to accept the Minutes of the September 7, 2017 BHE Retreat. The motion was seconded and the Minutes were approved unanimously by all Board members present.

V. REMARKS & REPORTS

List of Documents Used:

Commissioner's Summer Delegation of Authority Memorandum, October 31, 2017

A. CHAIRMAN'S REMARKS

Chairman Gabrieli stated that the BHE held a very successful retreat this summer. He added that the retreat allowed them to engage in strategic planning and to establish goals for the upcoming year. He noted that the retreat provided a good opportunity to not only review progress on what has been accomplished, but also to create opportunities about where we want to go-- as a Board and as a system. The Executive Committee will be meeting throughout the year to continue to expand upon the work started by the full Board during the summer retreat.

B. COMMISSINER'S REMARKS

Commissioner Santiago acknowledged that Board member Fernando Reimers is traveling, but has joined via conference call. He thanked President Torrecilha for hosting the Board meeting. He began by reporting that he only took one action this summer under his summer delegation of authority, and that was to equalize the housing allowances of the four presidents with main campuses in the Boston

area. He then referenced the Board retreat and acknowledged some of the issues that the Board will seek to address in FY2018, which includes many of the issues also brought up by the Student Advisory Council during their retreat, such as affordability and debt. Regarding civic engagement, he acknowledged the recent incidents on our campuses involving symbols of hate and white supremacy, and expressed his appreciation to the Presidents and Board Chairs who are addressing these tough issues on a day-to-day basis. The Commissioner also thanked institutional leaders for their responses to the recent hurricanes, noting that many of our campuses have welcomed students from Puerto Rico who have been displaced by Hurricane Maria. Finally, he reviewed the agenda items for today's meeting, noting that the Board will be presented with an important motion today which would authorize the Department to take the necessary steps to enter into the national online State Reciprocity Agreement (SARA). He concluded by noting that they are off to a busy year ahead.

C. SECRETARY OF EDUCATION'S REMARKS

Secretary Peyser remarked that the BHE has a great year of work ahead and said he did not have any further remarks.

Chair Gabrieli then invited President Ellen Kennedy and President Fred Clark to come forward to deliver the segmental reports.

D. REPORTS FROM THE PRESIDENTS

Documents Used

President Kennedy's Written Remarks

PowerPoint Presentation: Massachusetts Community College Council of Presidents

President Clark's Written Remarks

Report from the Community Colleges

President Kennedy of Berkshire Community College discussed FY2018 issues, opportunities, and concerns on behalf of the community college segment, highlighting in particular opportunities for collaboration. She also welcomed the recently appointed Presidents at Holyoke Community College (Christina Royal), Mount Wachusett Community College (James Vander Hooven), Quinsigamond Community College (Luis Pedraja), and Bristol Community College (Laura Douglas), and also congratulated President Pura on his announced retirement. She thanked Commissioner Santiago on his strongly worded letter opposing the federal administration's retraction of Deferred Action for Childhood Arrivals (DACA). She then gave a PowerPoint presentation on the Community Colleges' participation in Early College programs, adding that these programs do increase college-going behavior. She highlighted the programs at Bunker Hill Community College, Mount Wachusett Community College, and Quinsigamond Community College.

President Kennedy concluded by giving an update on the Division of Capital Asset Management and Maintenance (DCAMM) strategic capital planning process and

the bond bill. The community colleges are proud of the major infrastructure improvements that have taken place.

Report from the State Universities

President Clark noted that later today the Board will hear an Early Enrollment presentation. Seventy percent of Massachusetts high school graduates go to college within Massachusetts public higher education. Many neighboring states target Massachusetts students by offering tuition discounts and the state needs to develop a comprehensive response to stay competitive, and to prevent students from leaving the Commonwealth.

President Clark also remarked on the current state of racial tensions on campus, stating that hate and bigotry was unacceptable, reprehensible, will not be tolerated. All of the state universities will forcefully address racism and incivility on our campuses.

He ended on a positive note, commending Massachusetts Maritime Academy for dispatching the Training Ship Kennedy to Texas and Puerto Rico, providing assistance to those communities that have been devastated by the recent hurricanes.

Commissioner Santiago thanked both of the presidents for their remarks and noted that he would like to convene campus presidents to continue the conversation around racial tensions on campuses.

Board Member Nancy Hoffman asked if anyone had a sense of how big of an issue is the exodus of students attending postsecondary institutions in neighboring states. President Clark answered that it is a bigger issue for some institutions rather than others. For example, MCLA which is on the border of New York is seeing a draw of students to New York and similarly, the special mission institutions-- MassArt and Mass Maritime—are more sensitive to this regional competition. If we are affordable, then students are more likely to stay in Massachusetts. He suggested lowering tuition and fee rates for out-of-state students attending public higher education institutions in Massachusetts. President Kennedy added that since so many students that graduate from Massachusetts public higher education institutions tend to stay in state, it was also a matter of ensuring the Commonwealth has enough degree-holders entering into the workforce.

Board member J.D. LaRock asked how we differentiate our product. In addition to affordability, at North Shore Community College, people want to know that a degree will lead to a productive career in Massachusetts. President Clark answered that the beauty of being in the metro area of Boston is that students do want to work here. Internships across public higher education will fill the talent shortage in Massachusetts. President Kennedy said the institutions were also looking to expand internship opportunities for students attending public community colleges and state universities.

Paul Toner noted that it would be wonderful if we could make costs implications more transparent for students, parents and the public so they have a clear understanding of the costs.

E. REPORT FROM STUDENT ADVISORY COUNCIL

BHE student member Danielle Dupuis said the next meeting will take place on December 8, 2017. Ms. Dupuis stated that at the last meeting, 48 students were in attendance. She also provided a report on the October 27 Student Advisory Council (SAC) retreat, where student government leaders and trustees came together to identify their priorities for the year. At the retreat, the group also elected a new group of leaders to move forward the SAC's agenda for the year. Student Board member Dupuis also indicated that she was excited to work with Ashley McHugh, the Community College Segmental Advisor from Mount Wachusett Community College.

VI. s MOTIONS

List of Documents Used:

AAC Motions 18-03 through 18-08

SPC Motions 18-01 through 18-03

FAAP Motion 18-08

BHE Motion 18-01

A. Academic Affairs

Committee Chair Nancy Hoffman stated that the Academic Affairs Committee reviewed two new program proposals at their meeting the previous week, and one proposal is for a new institution. The Committee also revoked the degree granting authority of two for-profit institutions that had closed earlier in the year. Finally, the Committee received a presentation and motion from General Counsel Papanikolaou on the status of Massachusetts' entry in the national online reciprocity agreement.

She then said she would take each motion in turn and called for a motion on AAC 18-03, a consent agenda on the two program approvals. On a motion duly made and seconded, AAC 18-03 was unanimously approved by all Board members present, without discussion.

AAC 18-03 Consent Agenda – AAC 18-01 and 18-02

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

AAC 18-01 AAC 18-01 Massachusetts Maritime Academy
Master of Science in Maritime Business Management

AAC 18-02 Salem State University
Master of Science in Accounting

Authority: Massachusetts General Laws Chapter 15A, Section 9(b)

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

Next, Committee Chair Hoffman called for a motion on AAC 18-06, which seeks to revoke the degree granting authority of the two closed institutions.

On a motion duly made and seconded, AAC 18-06 was unanimously approved by all Board members present, without discussion.

AAC 18-06 Consent Agenda – AAC 18-04 and AAC 18-05

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

AAC 18-04 Revocation of Degree Granting Authority for ITT Technical Educational Services, Inc.

AAC 18-05 Revocation of Degree Granting Authority for Le Cordon Bleu College of Culinary Arts

Authority: Massachusetts General Laws Chapter 69, Section 30 et. seq

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

Committee Chair Hoffman then asked for a motion on AAC 18-07, which seeks to approve a new institution on teaching and learning in Massachusetts. The motion was seconded. Chair Gabrieli stated that he would be abstaining from the motion to avoid the appearance of a conflict, as family member provided some consultation on the proposal. Board member Paul Toner stated that he found the proposal to be interesting and he hoped that we can get “shared learnings” from this program, meaning that he hopes the broader education community can learn from the proposed teacher education and STEM strategies. Secretary Peyser agreed, and added that the delivery model and competency-based approach can have even broader implications beyond teacher education. Committee Chair Hoffman asked the President of the institution how they could report back to the Board. The President of Woodrow Wilson Academy of Teaching and Learning, Inc., said he would be happy to work with Department staff to report back to the Board.

There being no further discussion, the following motion was moved, seconded and approved with one abstention (Chair Gabrieli).

AAC 18-07 WOODROW WILSON ACADEMY OF TEACHING AND LEARNING, INC. MASTER OF EDUCATION

MOVED: The Board of Higher Education hereby approves the Articles of incorporation of **WOODROW WILSON ACADEMY OF TEACHING AND LEARNING, INC.** with the authority to award the **Master of Education (M.Ed.)**.

Authority: Massachusetts General Laws Chapter 69, Section 30 et. seq

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

Committee Chair Hoffman then turned to AAC 18-08 which would authorize the Board to enter into the National State Authorization Reciprocity Agreement (SARA), and would delegate to the Commissioner the authority to take the necessary steps to effectuate that intent. Secretary Peyser stated that he wanted to thank Department staff and all others were involved in process that has led us to this stage, including and especially the Attorney General for her participation in terms of working out an arrangement for people on this side of the table, and NC-SARA and her office which allows the Commonwealth to sign on to the agreement. Board member LaRock commented that while this is a major step forward in online learning, we need to look at our infrastructure and engage in strategic planning to help our public institutions be successful in this national, online realm. Commissioner Santiago stated that he has designated one of his senior staff members to take a focused look at online delivery infrastructure, and that hopefully we will have something in the course of the year. Chair Gabrieli thanked Secretary Peyser, the Commissioner and Department staff for their respective roles in helping to get us to this point.

There being no further discussion, the following motion was moved, seconded and approved unanimously as follows, with all board members present voting in favor:

AAC 18-08 AUTHORIZATION FOR MASSACHUSETTS TO ENTER INTO THE STATE AUTHORIZATION RECIPROCITY AGREEMENT (SARA) AND DELEGATION OF AUTHORITY TO THE COMMISSIONER

MOVED: The Board of Higher Education approves the Department's participation in the State Authorization Reciprocity Agreement (SARA) and delegates to the Commissioner the authority to take the necessary steps to pursue Massachusetts' entry into (SARA), subject to compliance with all applicable state and federal laws, and consistent with the attached background materials.

The Commissioner is further directed to report back to the Board of Higher Education and provide status updates as needed.

Authority: M.G.L. c. 15A, § 9 (as amended by 2017 Mass. Acts ch. 47, § 10); c. 69, § 31A

Contact: Constantia T. Papanikolaou, General Counsel
Patricia A. Marshall, Ph.D., Deputy Commissioner for Academic Affairs and Student Success

B. Strategic Planning

Chair Gabrieli turned the meeting over to Board member Paul Toner, who served

as Acting Strategic Planning Committee (SPC) Chair last week. Board member Toner provided a summary of the discussions at the recent SPC meeting.

Commissioner Santiago commented that the conversation Board members had at the Committee-level gave the sense that campus plans would be revised in a particular way. The Board wants to give campuses the opportunity to provide additional narratives based on the discussions from the previous week.

Chair Gabrieli clarified that the two strategic plans were moving forward to the Executive Office of Education once the institutions provide the requested documentation around alignment with the Department's "Big Three" priorities. Secretary Peyser added that this was a two-step process with the Board forwarding the approved plans to the Executive Office of Education for final approval, but that ideally the approvals would be simultaneous and more of a single process. Secretary Peyser added that, as was customary, he would be abstaining from all three Strategic Planning Committee motions since, under statute, the plans are to be forwarded to him for final approval.

Board member Paul Mattera stated that it is a new process in which presidents and the Board are learning together. He feels that the timeframe is really so brief between the committee meeting and the Board meeting, that it puts the Board in an awkward position to approve, subject to conditions. Board member Paul Toner agreed, but added that the appropriate time to provide the institutions with feedback on their strategic plans was actually at Touch Point II, which happened in the Spring for both Bridgewater State University and Massachusetts College of Liberal Arts. He went on to say that moving forward, substantial feedback should be given at Touch Point II and that members should not wait until Touch Point III to voice any concerns or request additional information.

There being no further discussion, SPC18-01 was moved, seconded and approved as follows, with one Board member (Secretary Peyser) abstaining.

**SPC 18-01 APPROVAL OF BRIDGEWATER STATE UNIVERSITY'S
STRATEGIC PLAN**

MOVED: The Board of Higher Education hereby approves the Bridgewater State University 2018 Institutional Strategic Plan subject to the development and execution of amendments or addenda that demonstrate alignment to the BHE's statewide priorities, with special consideration of the Department's "Big Three" priorities (i.e., college participation; college completion; and closing achievement gaps).

The BHE further 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

There being no further discussion, SPC18-02 was moved, seconded and approved as follows, with one Board member (Secretary Peyser) abstaining.

SPC18-02 APPROVAL OF MASSACHUSETTS COLLEGE OF LIBERAL ARTS' STRATEGIC PLAN

MOVED: The Board of Higher Education hereby approves the **Massachusetts College of Liberal Arts' "Strategic Plan 2017-2022"** 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

Board member Toner then turned to SPC 18-03. Commissioner Santiago commented that the special mission schools have different paths for their strategic planning under statute, and that there is a fundamentally different sequence and process.

Secretary Peyser stated that in terms of Massachusetts Maritime Academy's special mission plan, there is strong analytics and a lot of data. He went on to say that he has questions regarding the authorization for tuition and fee increases up to 6% a year, over the life of the plan. If it were to be fulfilled, that would be a very significant increase to student costs. Secretary Peyser stated that it was not unreasonable, (not expensive as compared to other institutions) but he is concerned about the message it sends about college affordability.

Board member LaRock added that Massachusetts Maritime Academy's inclusion of specific data is a way to make meaning of their performance. It is a very positive and useful way to understand what they are trying to achieve. A financial model in the context of special purpose/strategic planning, helps assess what an institution's goals are for the future. Massachusetts College of Art and Design's plan is strong in similar dimensions, and it is relevant to how we do strategic plans.

There being no further discussion, the following motion was moved, seconded and approved with one abstention (Secretary Peyser).

SPC 18-03 APPROVAL OF MASSACHUSETTS MARITIME ACADEMY PARTNERSHIP AND STRATEGIC PLAN

MOVED: The Board of Higher Education hereby approves the Massachusetts Maritime Academy “*Special Mission Renewal Plan 2017-2021*” Strategic Partnership 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(I) and 22(I).

Authority: Massachusetts General Laws Chapter 15A, Sections 7, 9(f), 9(I) and 22(I); 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 Committee Chair Tom Hopcroft. Committee Chair Hopcroft stated that the FAAP Committee is bringing forward seven building projects for the Board’s approval. In addition, the Committee received a presentation from Deputy Commissioner Simard on current fiscal year (FY2018) budget. The Committee also continued the discussions started during the summer retreat regarding identifying goals for the FAAP committee for this upcoming fiscal year; among other things, this will include a robust discussion on the work of the Performance Measurement group. Finally, the Committee received an update from General Counsel Papanikolaou on the pending state audit of the Student Financial Assistance program. The audit report is expected to be issued by the end of this calendar year.

There being no further discussion, FAAP 18-08 was moved, seconded and approved as follows, with all Board members present voting in favor.

FAAP 18-08 Consent Agenda – FAAP 18-01 to FAAP 18-07

- Moved:** The Board of Higher Education approves the following motions on a consent agenda:
- FAAP 18-01 Approval of Massachusetts State College Building Authority Bridgewater State University – Residence Hall Renewal and Adaption
 - FAAP 18-02 Approval of Massachusetts State College Building Authority Fitchburg State University – Faculty and Staff Housing
 - FAAP 18-03 Approval of Massachusetts State College Building Authority Fitchburg State University – Residence Halls Renewal and Adaption
 - FAAP 18-04 Approval of Massachusetts State College Building Authority Framingham State University – Acquisition of Property and Improvements
 - FAAP 18-05 Approval of Massachusetts State College Building Authority Framingham State University – Dining Services Improvements

FAAP 18-06 Approval of Massachusetts State College Building Authority Massachusetts College of Art and Design – Renovation of Bakalar and Paine Gallery

FAAP 18-07 Approval of Massachusetts State College Building Authority Westfield State University - Athletic Field Improvements

Authority: Massachusetts General Laws Chapter 15A, Section 6

Contact: Tom Simard, Deputy Commissioner for Administration & Finance

D. Board of Higher Education

List of Documents Used:

BHE 18-01 Commissioner's FY2017 Performance Evaluation

Chair Gabrieli introduced BHE 18-01, stating that the Executive Committee met three times to discuss and review the Commissioner's performance, as outlined in the memorandum. He stated that the Commissioner Santiago meets critical goals above and beyond the terrific service today of 200,000 students in our public higher education system. He added that we face several gaps and challenges, and commended the Commissioner for identifying what we can do to address this. Secretary Peyser offered thanks to the Commissioner for their partnership. He added that it is a great privilege to work with Commissioner Santiago and he admires his support of the campuses. Secretary Peyser noted that there is a lot of work in front of them, and it is a privilege and honor to serve with Commissioner Santiago.

Board member Hoffman added that the success of the Commissioner and the Department is really under the radar of the public. She talked about the successful Mass Transfer program as an example. It is hard to explain how complicated the transfer process is and the process has become much smoother, making Massachusetts a leader in this regard. Commissioner Santiago noted that he met with John Fitzpatrick who is leading Early College initiatives in Texas. He said that Mr. Fitzpatrick mentioned how Texas looks to Massachusetts as a leader in the area of transfer.

Board member LaRock concluded that Commissioner Santiago leads an effective team at the Department. The staff at the Department leads a number of exciting and complex projects, and he commended the Commissioner and the staff for their hard work.

There being no further discussion, on a motion duly made and seconded the following motion was approved unanimously, by all Board members present.

BHE 18-01 Approval of Commissioner's FY2017 Performance Evaluation

MOVED: The Board of Higher Education hereby approves the Commissioner's FY 2017 performance as highly effective, as recommended by the Executive Committee. Further, that the Board approves a salary

increase for the Commissioner of 1.5 percent, effective July 1, 2017.

Authority: Massachusetts General Laws Chapter 15A, Section 6

Contact: Constantia T. Papanikolaou, General Counsel

VII. PRESENTATIONS

List of Documents Used:

[2017 Enrollment at Massachusetts Public Colleges & Universities—Trends, Challenges & Opportunities](#)

by Jonathan Keller with data tools prepared by Sarah Mealey

- **2017 Enrollment at Massachusetts Public Colleges & Universities—Trends, Challenges & Opportunities**

Commissioner Santiago introduced the Fall FY18 Early Enrollment Report. He noted that enrollment was going down and we would begin to see growth after 2032. He then welcomed Jonathan Keller, Senior Associate Commissioner for Research and Planning who would give the presentation. He also thanked Sarah Mealey, Senior Director of Visual and Digital Communications, for putting together a comprehensive and interactive presentation using Tableau.

Dr. Keller began by explaining that this year they are focusing on “trends, challenges and opportunities” This includes new target populations, and opportunities to innovate and reach those populations. Enrollment trends - there was an increase from 2008 - 2012, with the maximum being in 2013. Then it has been declining up to the current data available for Fall 2017. Annual percent changes have seen negative fall in enrollment since 2014. Regarding trends by segment, the decline in Community College enrollment is the most dramatic annual percent change. State Universities’ annual percent change has seen small declines since 2014. For the University of Massachusetts (UMass), trends have been increasing and annual percent change is heading towards a decrease. Dr. Keller noted that there is a high correlation between the unemployment rate and Community College enrollment. When unemployment declines, enrollment declines. UMass in-state enrollment has been fairly flat with a slight increase. UMass out-of-state enrollment has been slightly decreasing. International enrollment for UMass has been increasing significantly.

Dr. Keller then turned to enrollment challenges and opportunities. The percentage of high school graduates reached a maximum in 2013. There was a significant decrease in annual percent change in 2014. The data projects declines for HS graduation through 2031, uptick in 2032. Dr. Keller noted that this really is a prediction in a changing demographics. The white population is declining through 2032, while there is an increase in Latino, African American, and Asian/Pacific islander populations. Example policy directions include programs like 100 Males to College, Early College & Dual Enrollment, STEM Starter Academy, Targeted Financial Aid Programs, Transforming Developmental Education. Dr. Keller now discussed some opportunities to face these challenges. These opportunities include supporting adult learners, retain

and graduate enrolled students. The three main goals are to address affordability, close achievement gaps, and raise college completion rates.

Chair Gabrieli commented that this is very helpful data and that the theme of their discussion at the Board retreat was determining what the sense of urgency is around the need for change in higher education.

VIII. OTHER BUSINESS

There was no other business.

IX. ADJOURNMENT

Chair Gabrieli called for a motion to adjourn. The motion was seconded and unanimously approved without further discussion. The meeting was adjourned at 12:34 pm.

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