

## **BOARD OF HIGHER EDUCATION**

March 12, 2019  
10:00 a.m.

Bridgewater State University – East Campus  
Crimson Hall, First Flor  
Dunn Conference Suite  
Bridgewater, MA

### **Meeting Minutes**

A meeting of the Board of Higher Education (BHE) was held on Tuesday, March 12, 2019 in the Dunn Conference Suite of Crimson Hall at Bridgewater State University (BSU) at in Bridgewater, Massachusetts.

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

Sheila Harrity, Vice Chair  
Alex Cortez  
Nancy Hoffman  
Tom Hopcroft  
J.D. La Rock  
Paul Mattera  
Tom Moreau, Secretary of Education's Designee  
Michael O'Brien  
Kush Patel, Student Member, UMass  
Fernando Reimers  
Paul Toner  
Nick Papa, Non-voting Student Advisor, State University Segment  
Stephanie Teixeira, Non-voting Student Advisor, Community College Segment

Carlos E. Santiago, Commissioner and Secretary to the Board

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

Chris Gabrieli, Chair

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

Vice Chair Sheila Harrity called the meeting of the Board of Higher Education (BHE) to order at 10:12 a.m. She stated that Chair Gabrieli was traveling and unable to attend today's meeting.

#### **II. PUBLIC PARTICIPATION**

Vice Chair Harrity reported that there were no requests for public participation.

### **III. WELCOME**

#### List of documents used:

- *Handout on BSU Collaborations*

Acting Chair Harrity invited BSU President Fred Clark to offer welcoming remarks. President Clark welcomed the BHE to Bridgewater and stated that while there are many things at BSU of which he is proud, is highlighted two: their many collaborations and their students. President Clark referred BHE members to a document that lists BSU's collaborations and partnerships and highlighted a few of them, beginning with the Connect Partnership between six southeastern Massachusetts institutions that is intended to save money and ease pathways for students. He also referenced BSU's relatively new partnerships with: UMASS Dartmouth, through which they are offering a new joint degree program with the law school; and Stonehill College, which includes five articulation agreements for Stonehill graduates to enroll in graduate programs at BSU, and a project to develop a new engineering program in photonics. President Clark continued, noting that BSU continues to work with Cape Cod Community College (CCCC), on their funeral services program, which initially came to CCCC as a teach out for Mount Ida students, but is now hosted at CCCC and at BSU. He also referenced the continuing partnership BSU has with CCCC's, noting that BSU is housing students that are in the program. He concluded by stressing that he is most proud of BSU's students, and then invited Claudio Eshun to speak. Mr. Eshun thanked President Clark and welcomed the BHE. He introduced himself as a senior majoring in biology, adding that he is very excited to graduate this May. He stated that he is an international student, having moved Worcester from Italy at age 9. He offered his reflections on being a student, that he participates in many BSU activities, and that he will be following his passion in photography, through MassArt.

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

Vice Chair Harrity brought forth a motion to accept the minutes of the January 22, 2019 BHE meeting. The Secretary of Education's designee Tom Moreau pointed out there was a typo regarding one of the president's titles. The motion was seconded and the minutes were approved unanimously by all Board members present, as corrected.

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

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

In the interest of time, Vice Chair Harrity yielded her time and did not offer remarks.

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

Commissioner Santiago began his remarks by welcoming those in attendance and thanking President Clark and BSU for hosting today's meeting. He then acknowledged the Presidents in attendance: Laura Douglas of Bristol Community College, John Cox of CCCC, Gena Glickman of Massasoit Community College, Valerie Roberson of Roxbury Community College, Richard Lapidus of Fitchburg State University, Admiral Francis McDonald of Mass Maritime Academy and Fred Clark of BSU. He additionally acknowledged Vincent Pedone and Gretchen Manning from the segmental Executive Offices.

The Commissioner stated that he would focus his remarks today on the BHE's Equity Agenda and on the issue of closures and consolidations. He commented that we never know what to expect when opening

the *Globe*; at times the articles opine that we have too much oversight, and this morning an article indicated that do not have enough. DHE staff are working now with Hampshire College and Newbury College, while also working on draft regulations. The regulations will, consistent with the proposed timeline, be vetted with stakeholders and the information gleaned through that process will be brought back to the BHE during the June meeting. He added that the Department has been involved in 17 closures over past six years, but the only one you have heard about is Mount Ida. The issues of closures and consolidations is now a national conversation, people are looking to Massachusetts on the national scale to see what we are doing here. He acknowledged that there is a lot of angst as we are currently in the admissions and enrollment season for the Fall. He stated remarked that we know that by and large our institutions are doing well, but we also know that enrollments are soft. He remarked that the DHE will help students and make sure they are cared for in the event of a closure; there is a lot of fanfare but we will continue to do our work quietly.

Regarding today's agenda, he stated that he is excited to discuss the motion on remediation, which was considered and advanced by the Academic Affairs Committee (AAC) last week. The motion reflects an ongoing, five-year effort. Also on the agenda, and in furtherance of our continued focus on equity and collaboration, three institutions will come forward with presentations on collaboration and how their work impacts our equity agenda. Moving forward, the equity agenda process will not likely be finished by December; the process is complicated and we need to bring our partners into these conversations. Further, other states are looking to Massachusetts to see what we are doing. Commissioner Santiago remarked that he has written to all the Presidents to ask them to nominate staff members to serve on an Equity Advisory Committee, and the BHE's Executive Board will participate in another layer of discussion. He remarked that he and Chair Gabrieli have been discussing the establishment of a steering committee. This process is not just about initiatives, but will serve the campuses in deciding how we approach the issue of equity and will require professional development and community engagement. He added that this work is important and we need to be deliberate. The DHE hopes to partner with University of Southern California's Race and Equity Institute on this.

The Commissioner then offered a PowerPoint presentation on the Equity Agenda, and began by first providing a recap of the Equity Agenda and how it evolved. He highlighted Equity Spotlight #1: Race/Ethnicity and Gender, referencing the substantial gaps between white female and Latino male students in key education indicators, and noting that African American and Latinx students are the groups with the highest population growth.

The Commissioner continued the presentation with a spotlight on geography and socioeconomic status. He referred to slides with maps showcasing both bachelor's degree attainment and median income by zip code. He continued with a scatterplot that showed bachelor's degree attainment versus median earnings by zip code, noting that we looked at regions where degree attainment and earnings are both low, many of which are urban and diverse, where brown and black students go to school. In these areas, there are cities of red surrounded by a sea of blue. This suggests these students do have employment options and prospects for social mobility in the surrounding areas where they live. He added that we will also take a closer look at rural areas, which is harder to address because there are smaller populations and fewer prospects for employment for those students. He concluded the presentation with a final slide that showed the rapidly increasing diversity in the next generation, highlighting districts in which white students are outnumbered by minority students. He remarked that

in the post-World War II era, higher education was the main driver of economic mobility; he believes that higher education is the key to addressing inequality.

After the presentation, the BHE engaged in a discussion. Board member Toner commended the Department for taking on this work task, and asked the Commissioner whether he is working with EEC Commissioner Weber and DESE Commissioner Reilly. Commissioner Santiago stated that he has been working very closely with both commissioners in several capacities, including linking up K-12, higher education, and workforce data. He also referenced the Department's work on remediation and stated that we need to inform K-12 about changes in remediation. Board member La Rock referenced the zip code and bachelor's degree data and asked the Commissioner to elaborate on his thinking about what a successful outcome would be, referencing workforce and associate's credentials. The Commissioner responded that there is no one primary path and there are a variety of approaches. Board member Hoffman remarked that the data is helpful but we have to carefully look at it because bachelor's degree attainment didn't directly correlate to income in all cases. All outcomes should be examined.

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

Secretary of Education's designee Tom Moreau did not offer remarks on behalf of the Secretary.

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

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

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

None

President Roberson thanked Vice Chair Harrity and the BHE and stated that her comments today would cover two areas. First, she wanted to report on a professional development program within the community college segment, through which emerging community college leaders are selected to participate in a national leadership academy. Built on a foundation of educational leadership research and mentored by coaches, they participated in a two day intensive program, learning from experts in the field. The second topic she wished to address is the BHE's work on the equity agenda. Tackling differences in attainment and income is hard and complex work, but necessary. She referenced her work at RCC that serves underserved students, and expressed her understanding of the importance of this work, by sharing a story about an RCC student who came back after leaving RCC ten years prior. The student had returned after losing her job and her home, and living in a shelter. The shelter had been visited by an enrollment counselor, who connected her with other services to help her, as she was also hearing impaired. With all of this support, she was able to graduate and is now at UMASS Boston. President Roberson concluded her remarks by stating that she is excited by the prospect of helping more students and working across the state to share best practices, and she applauds the BHE for taking on this complex work.

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

### List of Documents Submitted by President McDonald

None

President McDonald thanked Vice Chair Harrity and the BHE for the opportunity to provide an update on the state university segment. He remarked that the mission of state universities is to provide a high quality bachelor's and master's degree opportunities at an affordable cost, with a focus on the Commonwealth's underrepresented students. Over the years, the state universities have worked closely with Commissioner Santiago and the DHE to close achievement gaps and expand access to underserved communities, and have embraced the campus equity agenda, endorsed by the BHE. The state universities are committed to supporting this effort and will continue to work with the DHE and the BHE as they pursue the equity agenda.

President McDonald referenced that later on in the agenda, we would hear from three campuses on several specific programs they have implemented that support the equity agenda. He added that similar successful examples can be found throughout the state university segment in regard to equity. First, he referenced a recent *Boston Globe* article about graduation rates at small private colleges in New England. The story highlighted a student of color from Lowell who considered attending a private college but would have ended up in significant debt. She chose Worcester State where she will graduate debt free. The story highlighted Worcester's favorable graduation rate, which is the same for all students, including low income students. Second, Fitchburg State is embarking on a new program that supports first year Latino students partially using PIF funds from the DHE. Third, USC's Race and Equity Center found that five of our state universities led the nation in terms of black student access and success at four-year public colleges and universities. Of the 506 public institutions ranked in the study, MCLA was ranked first in the nation in serving black students. Other state universities ranked in the top 50 included Fitchburg, Framingham, Salem, and BSU. As a system, the state universities ranked highest in the nation.

President McDonald concluded that their work to provide a high quality and affordable education would be in jeopardy without support from the Commonwealth. He referenced a report on public higher education in New England released by the Boston Federal Reserve last month that shows that each of the New England states' public higher education appropriations have not recovered from levels prior to the 2009 Great Recession. This lack of state investment in public higher education drives up tuition and fee costs for students and impacts the economic viability of the region. The report calls for greater state investment and suggest that the economic and social benefit of this investment would justify the cost to taxpayers. The state universities stand ready to partner with the DHE, the BHE, and state government to ensure high quality and affordable pathways to public higher education campuses.

## **E. REPORT FROM STUDENT ADVISORY COUNCIL**

Vice Chair Harrity asked Student Board member Kush Patel for an update on the Student Advisory Council (SAC) work. Student member Patel reported that at last month's SAC meeting, Chief of Staff Elena Quiroz-Livanis spoke on the changes to remediation policy. Students felt that it is important that colleges be forthcoming about placements so that students understand, and that they are excited about

the changes. He additionally reported that an Open Education Resource (OER) meeting was held last week, and several universities have had OER sessions to increase awareness of OERs. The Every Voice Coalition Summit at Harvard University convened on February 23. He turned the meeting over to Student member Stephanie Teixeira to offer remarks about this event. Student member Teixeira explained that there were 30 private and public campuses represented at this event, which was about two bills currently pending in the legislature regarding student climate surveys and sexual violence. The students have met with Boston Mayor Marty Walsh and Speaker DeLeo about making this a priority. She asked the BHE to support SAC in making this a priority to make our campuses safer. She also noted that this is a retention issue, relevant to why students leave campuses. The next event will be at the state house on April 9. Board member La Rock thanked student member Teixeira for her efforts and for her testimony which has made a difference.

## **VI. MOTIONS**

*List of Documents Used:*

*AAC 19-12 to AAC 19-23*

*FAAP 19-10 to 19-19*

*BHE 19-05*

### **A. Academic Affairs**

Vice Chair Harrity turned the meeting over to AAC Chair Hoffman. Committee Chair Hoffman remarked that the AAC met last week and reviewed academic program approvals at the associate and baccalaureate degree level. They are also advancing motions on a consent agenda to revoke degree granting authority at three institutions, and one motion to replace a policy that is over twenty years old.

At last week's meeting, members requested more detailed information regarding the curriculum design of Fitchburg State University's proposed BS in Educational Studies program, specifically as it related to employment opportunities for potential graduates. Members inquired about particular sets of courses and the corresponding specific job titles and employment for graduates. Fitchburg State responded by providing detailed curriculum maps. Evidence and examples of curriculum, including core courses for broad exposure to a range of topics as well as clusters of focused sets of courses and internships that are specific to job titles, were explicated. Fitchburg detailed five examples of specific pathways for students in the Educational Studies program. Copies of materials provided by Fitchburg State are in the meeting materials. Committee Chair Hoffman remarked that in reviewing these documents, neither she nor Secretary Peyser have further concerns and they recommend approval.

Committee Chair Hoffman called for a motion on AAC 19-18: Approval of Academic Affairs Committee Motions AAC 19-12, AAC 19-14, and AAC 19-15 to AAC 19-17 on a consent agenda. On a motion duly made and seconded, AAC 19-18 was approved unanimously by all board members present, without discussion.

**AAC 19-18 CONSENT AGENDA AAC 19-12, 19-14, and AAC 19-15 to AAC 19-17**

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

- AAC 19-12 Cape Cod Community College  
Associate in Science in Funeral Science
- AAC 19-14 Fitchburg State University  
Bachelor of Science in Environmental Public Health
- AAC 19-15 Holyoke Community College  
Associate in Applied Science in Culinary Arts
- AAC 19-16 Massachusetts College of Liberal Arts  
Bachelor of Arts in Communications
- AAC 19-17 University of Massachusetts Amherst  
Bachelor of Science in Environmental Public Health

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

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

Committee Chair Hoffman then asked for a motion to approve AAC 19-13, Fitchburg State University's proposal to award a Bachelor of Science in Educational Studies. On a motion duly made and seconded, AAC 19-13 was approved unanimously by all board members present, without discussion

**AAC 19-13 APPLICATION OF FITCHBURG STATE UNIVERSITY TO AWARD THE BACHELOR OF SCIENCE IN EDUCATIONAL STUDIES**

**VOTED:** The Board of Higher Education hereby approves the application of **Fitchburg State University** to award the **Bachelor of Science in Educational Studies**.

Upon graduating the first class for this program, the University shall submit to the Board a status report addressing its success in reaching program goals as stated in the application and in the areas of enrollment, curriculum, faculty resources, and program effectiveness.

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

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

Committee Chair Hoffman then asked for a motion of approval on AAC 19-22: Approval of Academic Affairs Committee Motions AAC 19-19 through AAC 19-21 on a consent agenda. She remarked that with the University of Phoenix, they will continue to offer online degrees through SARA but no longer in a physical space in Massachusetts. On a motion duly made and seconded, AAC 19-22 was approved unanimously by all board members present, without discussion.

**AAC 19-22 CONSENT AGENDA AAC 19-19 to AAC 19-21**

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

AAC 19-19 Revocation of the degree granting authority of Atlantic Union College

AAC 19-20 Revocation of the degree granting authority of Mount Ida College

AAC 19-21 Revocation of the degree granting authority of the University of Phoenix

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

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

Committee Chair Hoffman stated that the Committee considered a motion to advance the work around transforming developmental education. This includes new options for placement standards and a requirement for institutions to submit placement guidelines for the Department's review. She then asked for a motion of approval on AAC 19-23: 2019 Common Assessment Policy. Vice Chair Harrity thanked Commissioner Santiago for all of the Department's work on this ,and remarked that she has been waiting a long time for this day, and she believes this is a game changer.

There being no further discussion, Committee Chair Hoffman called for a motion on AAC 19-23. On a motion duly made and seconded, AAC 19-23 was approved unanimously by all board members present.

**AAC 19-23 2019 Common Assessment Policy**

**VOTED:** The Board of Higher Education hereby adopts the "2019 Common Assessment Policy." The BHE further charges the Commissioner to work with institutions of public higher education to build upon work already underway to transform developmental education.

The 2019 Common Assessment Policy is effective upon adoption by the Board and will supersede any past policies or practices by the BHE governing the same subject.

**Authority:** Massachusetts General Laws Chapter 15A, Sections 6, 9, and 32

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

Patricia A. Marshall, Deputy Commissioner of Academic affairs and Student Success

**B. Fiscal Affairs and Administrative Policy**

Vice Chair Harrity turned the meeting over to FAAP Committee Chair Tom Hopcroft. Committee Chair Hopcroft remarked that during last week's FAAP meeting, the committee was joined by their colleagues from the MSCBA who presented on the FY2020 MSBCA Rent Certificate. They also considered motions on the FY20 Tuition Rates and reviewed a building naming proposal from Cape Code Community College.



Chair Hopcroft then asked for a motion for approval on FAAP 19-10: Approval of FY2020 MSCBA Rent Certificate. On a motion duly made and seconded, FAAP 19-10 was approved unanimously by all board members present, without discussion.

**FAAP 19-10 FISCAL YEAR 2020 RENT SCHEDULE AND OPERATING BUDGETS  
MASSACHUSETTS STATE COLLEGE BUILDING AUTHORITY**

**VOTED:** The Board of Higher Education hereby approves the attached Fiscal Year 2020 Schedule of Proposed Rents and Operating Budget for the Authority and State University Residence Halls, effective July 1, 2019, provided that any increase in the rent schedule shall be subject to the approval of the Board of Higher Education.

**Authority:** Massachusetts General Laws Chapter 73 App., Section 1-9 as amended and the *Contract for Financial Assistance, Management and Services*, dated February 1, 2003, made between the Commonwealth of Massachusetts, acting by and through the Board of Higher Education and the Massachusetts State College Building Authority.

**Contact:** Thomas Simard, Deputy Commissioner of Administration & Finance, Fiscal and Administrative Policy

Committee Chair Hopcroft then asked for a motion for approval on FAAP motion 19-18: Approval of FAAP Motions 19-11 through 19-17 on a consent agenda. On a motion duly made and seconded, FAAP 19-18 was approved unanimously by all board members present, without discussion.

**FAAP 19-18 Consent Agenda**

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

- FAAP 19-11 Community Colleges  
Resident Tuition Rates for FY2020
- FAAP 19-12 Community Colleges  
Non-Resident Tuition Rates for FY2020
- FAAP 19-13 State Universities  
Resident Undergraduate Tuition Rates for FY2020
- FAAP 19-14 State Universities  
Non-Resident Undergraduate Tuition Rates for FY2020
- FAAP 19-15 State Universities  
Resident Graduate Tuition Rates for FY2020
- FAAP 19-16 State Universities  
Non-Resident Graduate Tuition Rates for FY2020
- FAAP 19-17 Berkshire Community Colleges and Massachusetts College of Liberal Arts  
Alternative Non-Resident Undergraduate Tuition Rates for FY2020

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

**Contact:** Thomas Simard, Deputy Commissioner of Administration & Finance, Fiscal and Administrative Policy

Committee Chair Hopcroft then asked for a motion for approval of FAAP 19-19. He stated that he wanted to point out the significance of this motion. Cape Cod Community College received a \$5 million gift for the institution's Science and Engineering Building from Mrs. Maureen Wilkens. It is the single largest donation received by the college and Mrs. Wilkens and her late husband, Mr. Wilkens, have donated nearly \$10.7 million to CCCC, which is a major milestone for the institution. He congratulated President Cox and CCCC. Student member Teixeira remarked that this gift is from a family that does not have a direct connection to community colleges, but they wanted to invest in their community and this underscores the importance of community colleges. There being no further discussion, on a motion duly made and seconded, FAAP 19-19 was approved unanimously by all board members present.

**FAAP 19-19 NAMING OF CAPE COD COMMUNITY COLLEGE'S NEW SCIENCE AND ENGINEERING BUILDING IN HONOR OF FRANK AND MAUREEN WILKENS.**

**MOVED:** The Board of Higher Education hereby approves the request of the Cape Cod Community College Board of Trustees to name the college's new Science and Engineering Building in Honor of Frank and Maureen Wilkens.

**Authority:** M.G.L. c. 15A, §9(m); FAAP 17-23

**Contact:** Thomas Simard, Deputy Commissioner of Administration & Finance, Fiscal and Administrative Policy

**C. Board of Higher Education**

Vice Chair Harrity stated that at the October meeting, the Board approved Commissioner Santiago's evaluation and chose to postpone recommending a merit increase until additional guidance was provided by the state. Now that we are in receipt of the parameters, we are voting to approve a salary increase for the Commissioner of two percent, effective July 1, 2018. She remarked that the BHE is proud that Commissioner Santiago is our leader, and she appreciates all the work he does. There being no further discussion, Vice Chair Harrity called for a vote on BHE 19-05. On a motion duly made and seconded, BHE 19-05 was approved unanimously by all board members present.

**BHE 19-05 Commissioner's FY2018 Merit Increase**

**VOTED:** The Board of Higher Education (BHE) hereby approves a salary increase for the Commissioner of two percent (2%), effective July 1, 2018.

**Authority:** Massachusetts General Laws Chapter 15A, Section 6; BHE 19-01

**Contact:** Constantia T. Papanikolaou, Chief Legal Counsel

## VII. Presentations

### List of documents used:

#### *The Equity Agenda: Through a Campus Lens presentation*

Vice Chair Harranty turned the meeting over to Commissioner Santiago. The Commissioner introduced Massasoit President Gena Glickman and Bristol Community College President Laura Douglas, and invited them and President Clark to provide a presentation on initiatives at the campus level that are furthering the equity agenda.

President Clark opened the presentation by providing a broad overview and stating that the presentation will focus on the “boots on the ground agenda;” the BHE discusses equity on a higher level, but this is what his happening on the ground.

President Douglas provided an overview of two programs: Step Up to College, which serves adult learners. The majority of these students are male students of color who have a GED. This program is scalable and can provide a pathway to higher education for thousands of students statewide. Next, the Diversity of Nursing Scholars program is a collaboration between BCC and UMASS Dartmouth and ensures nurses reflect the diversity of the populations we serve. Most participants are from New Bedford, and from low income families. The program has a 67% persistence rate. She remarked that it is not really a program, but they instead reached out to every student who wished to become a nurse and then they provided support to nursing students of color. Although early on they had some dropouts, they have since hit their stride and have enjoyed a high persistence rate.

President Glickman provided an overview of equity initiatives at her campus. First, she explained how MCC is easing entry pathways through the MCC Gateway to College program and dual enrollment programs. She remarked that these programs are introduced to students when they are young and they are partnering with the Boys and Girls Club of Brockton for a STEM program. Additionally, in order to help improve financial access, MCC received a \$100,000 gift for Brockton high school students that will allow 10 students to be able to pursue their education entirely debt free. Next, OER supports MCC’s commitment to zero debt, as books are very expensive. MCC has saved students \$1 million through OER with a commitment by 50 faculty members.

President Clark provided an overview of BSU’s Retention Grants: previously, BSU used to just let students go who did not re-register but now, such students are contacted by the campus to find out what is going on and they learned that many of these students do not persist because of a financial situation. If the student is in good standing but has a financial hold, they are offered a retention grant that averages \$1900 with BSU’s own dollars. These students are also offered support and are given a small program in financial literacy. Additionally, BSU offers a BSU Bears Summer Scholars program. Based on predictive analytics, students at risk of not persisting are offered a free three- credit course over the summer. These students are given free lunch, and assistance in competencies like time management, study skills, and how to navigate campus to find the resources needed to succeed. For the first Summer Bears program, the retention rate was 84% which is higher than the overall campus retention rate. He referenced the Commissioner’s earlier point that by creating a supporting environment for just one student, we are supporting all students.

President Glickman provided an overview of the 100 Males to College program, which is a partnership with Brockton public schools, MCC and BSU that provides mentoring, dual enrollment and structured college visits and cultural activities. President Douglas provided an overview of the CC2BSU program, which is offered to students who do not get admitted into BSU. The program offers students a dedicated advisor for transferring, which is critical from a financial standpoint to prevent students from taking unnecessary classes. This program serves a high percentage of students of color.

President Clark provided an overview of the Higher Education Diversity Consortium, which includes 26 public and private institutions. This is a transparent data sharing group that meets monthly to share best practices to close achievement gaps. They have summits annually, and this year's focus is on equity and social justice.

President Douglas and President Glickman remarked on food insecurity and cited examples of food pantry supports on their campuses. President Clark remarked that at BSU, food insecurity is a significant issue and they didn't have a food pantry until a few years ago, but 900 students used it last year. They have additionally partnered with the Greater Boston Food Bank and protect the privacy of those using it. They are also in a food partnership with SODEXO to package up and freeze food. He remarked that thanks to Governor Baker, the Commissioner and to this Board, we are working to house homeless students. It is remarkable what our students overcome to attend to campuses, and he introduced BSU student Ms. Mariah Porter, who is a student leader and a tremendous advocate for our students.

After the presentation, the BHE engaged in a discussion on these efforts. Board member Mattera stated that these kinds of collaborative efforts are essential in a time of declining enrollment. President Clark responded that they track many of the students they lose, and while many of them do go on to other institutions, many of them go nowhere. This is an equity agenda item to invest of these students. Board member Hoffman stated that she supports bringing these to scale at a systemic level; they share a lot of characteristics including support and intrusive advising. Board member La Rock observed that without all of this good work, the huge equity gap would be even larger and if you added up all of the students touched by this good work, how would this compare to the size of the gap we need to close. He remarked that he believes we have a basic design choice: many small choices that are good, or perhaps a big idea that we all embrace at a conceptual level that we bring back to the campus level.

Commissioner Santiago asked the presidents if the state were to invest significant dollars across all of our segments, and we agree that this is the agenda, what would you invest in? President Douglas responded that she believes it all boils down to one thing: inescapable support. Small amounts can make the difference in keeping a student engaged and focused. These are students who have very small amounts of time because they have families are often working multiple jobs, and having a name or a team when support is necessary can make a significant difference.

Board member Toner suggesting engaging industry, as they are struggling to find employees even in entry level jobs and we need to integrate with industry so they understand what they would get if they invested.

Vice Chair Harranty thanked Presidents Glickman, Douglas and Clark for the presentation.

**VIII. OTHER BUSINESS**

There was no other business.

**IX. ADJOURNMENT**

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

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