

BOARD OF HIGHER EDUCATION

January 23, 2018

11:15 a.m.

Bridgewater State University
Rondileau Campus Center
Small Ballroom
19 Park Avenue
Bridgewater, MA

Meeting Minutes

A meeting of the Board of Higher Education (BHE) was held on Tuesday, January 23, 2018 in the Small Ballroom of Bridgewater State University at 19 Park Avenue, Bridgewater, Massachusetts.

The following Board Members were present:

Fernando Reimers, Acting Chair

Danielle Dupuis, Student Member, Bridgewater State University

Nancy Hoffman

Tom Hopcroft

Paul Mattera

J.D. La Rock

Tom Moreau, Secretary of Education's Designee

Henry Thomas

Ashley McHugh, Non-Voting Student Segmental Representative, Mount Wachusett Community College

Carlos E. Santiago, Commissioner and Secretary to the Board

The follow Board members were absent:

Chris Gabrieli, Chair

Sheila Harrity, Vice-Chair

Paul Toner

I. CALL TO ORDER

Acting Chair Fernando Reimers called the meeting of the Board of Higher Education (BHE) to order at 11:13 a.m. He remarked that he was asked to chair the meeting today as both Chair Gabrieli and Vice-Chair Harrity were unable to attend. He invited the BHE members in attendance to make introductions.

II. PUBLIC PARTICIPATION

None

III. WELCOME

Acting Chair Reimers welcomed everyone and invited Bridgewater State University (BSU)

President Fred Clark to offer remarks. President Clark welcomed everyone, noting he would share the welcome with the BSU student Danielle Dupuis. He remarked the institution was focusing on the theme of “opportunity,” as it is what they hope for all their students—to provide them with opportunities leading to student success. He added that opportunity and service to the community creates great students and people and fosters student success. He then acknowledged BHE student member Danielle Dupuis, whom he described as a student leader and a representative voice of the students at BSU, and invited Ms. Dupuis to offer remarks.

Ms. Dupuis thanked President Clark and said she was grateful for the opportunity to serve as the BHE student member. She was accepted to BSU as a first-generation college student and was anticipating continuing to play softball when she got here, but after not making the team and temporarily feeling lost, she joined student government at a friend’s recommendation and immediately felt a sense of community. She then described the many opportunities and the sense of community she found in her time at BSU including internships, the Martin Richard Center for Community Service, and the recent alternative break trip program, which involved travel to Florida on a Habitat for Humanity initiative. She described the trip as a rewarding, culminating experience of her BSU life. She concluded her remarks by stating she was sad to leave it all behind in May, and would love to do it all over again, but that she was grateful for her time and experiences at BSU and she looked forward to all that lies ahead.

President Clark thanked Ms. Dupuis and remarked that opportunities leading to student success are both Ms. Dupuis’ and BSU’s story, and thanked her joining him during the welcome.

Chair Reimers thanked President Clark for his comments and for hosting the meeting today.

IV. ACCEPTANCE OF MINUTES

Acting Chair Reimers brought forth a motion to accept the minutes of the December 12, 2017 BHE meeting. The motion was seconded and the minutes were approved unanimously by all Board members present with one abstention (Secretary of Education designee, Tom Moreau, abstained).

V. REMARKS AND REPORTS

A. CHAIRMAN’S REMARKS

Acting Chair Reimers offered brief remarks about the purpose of education in a democracy and the state of American higher education today. Without an educated republic of critical thinkers, democracy cannot flourish. He stated that higher education must remember this, and our higher education system was showing signs of turbulence and decay. He recently returned from a country which recently became a dictatorship and where fellow academics are on a blacklist; and this was deeply troubling and concerning to him.

B. COMMISSIONER’S REMARKS

Commissioner Santiago began by acknowledging the Presidents in attendance, beginning with BSU Fred Clark, who he thanked for hosting the meeting. He then acknowledged Berkshire Community College President Ellen Kennedy, Cape Cod Community College President John Cox, Framingham State University President Javier Cevallos, Massachusetts Maritime Academy President Francis McDonald, and Westfield State University President Ramon Torrecilha. He also acknowledged the two executive office representatives, Vincent Pedone and Bill Hart.

The Commissioner said he had no formal remarks. However, he wanted to reflect on Acting

Chair Reimer's opening comments, stated that he personally experienced being "blacklisted" as an academic earlier in his career and could not get a job on the island of Puerto Rico. He acknowledged the work of academics in very difficult times; citing the rise of hate speech and the assault of the values of the academy. He agreed that this was troubling and applauded the Presidents and higher education campuses for their efforts on continuing to maintain and advance the values of our democracy.

C. SECRETARY OF EDUCATION'S REMARKS

Secretary of Education designee Tom Moreau did not offer remarks.

D. REPORTS FROM PRESIDENTS

Community College Presidents' Report – Berkshire Community College President Ellen Kennedy

State University Presidents' Report – Bridgewater State University President Fred Clark

*List of Documents Submitted by President Clark and President Kennedy:
The Massachusetts Public Higher Education Solution: The State's Best Economic Development Strategy PowerPoint presentation*

President Clark remarked that today, he and President Kennedy will make a joint presentation to the BHE. Before he began the presentation, he wanted to address a few things. First, he congratulated John Keenan on his inauguration at Salem State University, and stated that wishes him well. He additionally congratulated Framingham State University President Cevallos on the successful partnership with NASA and the Christa McAuliffe Center. He then congratulated Salem State University and Worcester State University for recently submitting letters of intent for new clinical doctoral programs in occupational therapy. Finally, he expressed the presidents' displeasure with the recent Group Insurance Commission (GIC) action which would eliminate several health insurance carriers, remarking that presidents oppose the decision and the process which led to it.

President Kennedy concurred with President Clark and added how the impact of GIC's decision was even more dramatic in western Massachusetts where they have even fewer options than the Eastern part of the state. She continued her remarks and said that the release of the Governor's House 2 budget gave much reason to celebrate. Additionally, the 15 community colleges recently joined the Office of Economic Empowerment to set up "Just Ask" salary negotiations for women and were happy to be playing an important role in this process.

Presidents Clark and Kennedy then transitioned to their joint public higher education advocacy strategy presentation. President Clark noted that this presentation has already been circulated to the campuses and to University of Massachusetts (UMass) President Marty Meehan. The presidents have every intention to present this far and wide. The overall goal of the presentation is to make the case for investment in public higher education, as Massachusetts is dependent on higher education and an educated workforce more than any other state. He stated that public higher education has surpassed private higher education in Massachusetts and the majority of Massachusetts high school graduates who remain in state to attend college choose public institutions. Massachusetts is poised for a perfect storm between declining enrollment and an emerging talent shortage as "baby boomers" retire. He acknowledged that he was "preaching to the choir," but felt that more could be done and the campuses need increased support.

President Kennedy remarked that public higher education was the solution to the talent gap,

and there was a need to get students into our classrooms and through to graduation, with focused attention to those in underserved groups; higher education is the only channel of opportunity for those in poverty.

President Clark cited statistical evidence of funding declines and said Massachusetts has been disinvesting in its most critical resource, public higher education. This has been the case for long time by a large margin. The disinvestment has made it more difficult for students to earn a degree, and it exacerbates achievement gaps and income inequality. President Kennedy noted that states with a highly educated workforce have higher wages, because college graduates pay more in taxes and contribute more to the economy.

President Clark remarked that he believes public higher education is uniquely poised to be the solution to the forecasted workforce talent shortage by reaching those historically underserved, such as adult learners and students in gateway cities. If diverse students graduated from high school, went to college, and graduated at the same rate as white students, we would not have a talent shortage and instead, we would actually have a talent surplus. Additionally, black and Latino students are much more likely to attend a public higher education institution.

President Kennedy remarked that public higher education graduates are more likely to remain in-state after graduation. The community colleges also serve as the largest transfer feeders to public four-year campuses, helping ensure students from underserved populations who begin at two-year institutions have the opportunity to earn a baccalaureate degree. President Clark added that with regard to funding considerations, the institutions are committed to being good stewards of tax payer money. They use money efficiently and their degree completion rates are far better than national averages, despite low appropriations. He concluded the presentation by stating that even though Massachusetts has been disinvesting in public higher education, the system continues to lead. He believes the system is at a critical tipping point and asked the BHE to join the institutions by advocating for significant investments in public higher education that is so vital to the Massachusetts economy.

E. REPORT FROM STUDENT ADVISORY COUNCIL

Student Board member Dupuis gave a brief recap the last Student Advisory Council (SAC) meeting. They had their Call to Action retreat on January 20 at UMass Lowell, which included good discussions about access and affordability, the use of social media to build their own advocacy, legislative and board advocacy and the use of Open Education Resources (OER). They also received the presentation on investment in public higher education from President Clark. After the retreat, they conducted their business meeting.

VI. MOTIONS

List of Documents Used:

AAC 18-16 through 18-20

FAAP 18-10 through 18-18

A. Academic Affairs

Acting Chair Reimers turned the meeting over to Academic Affairs Committee (AAC) Chair Nancy Hoffman to provide an update on the recent AAC meeting. Board member Hoffman remarked the AAC met and discussed the revised program approval process. Considerable progress was made and the AAC was eager to bring this to closure by the end of the academic year. The AAC also engaged in a discussion around the Designing Math Pathways report, which

was a herculean task that is just starting, but still very important work. They additionally reviewed three new programs.

Committee Chair Hoffman then called for a motion AAC 18-16, the Acceptance of the Final Report of the Math Pathways Subcommittee. On a motion duly made and seconded, AAC 18-16 was unanimously approved by all Board members present, without discussion.

AAC 18-16 Acceptance of the Final Report of the Math Pathways Subcommittee

MOVED: The Board of Higher Education accepts the “Designing Math Pathways: Supporting Students and Increasing Opportunity for Success” Report and endorses the report’s recommendations. The Board expresses its appreciation to the members of the Task Force on Transforming Developmental Math Education – Mathematics Pathways Subcommittee for their work.

To that end, the Board calls upon the Commissioner to (1) work institutions of public higher education to build upon work already underway and implement the recommendations in the report by the academic year 2020-2021; and (2) periodically report to the Board on progress towards implementation.

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

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

Committee Chair Hoffman then called for a motion on AAC 18-20, a consent agenda on three program approvals. She remarked that these programs represent very different approaches to meeting student demands. On a motion duly made and seconded, AAC 18-20 was unanimously approved by all BHE members present, without discussion.

AAC 18-20 Consent Agenda – AAC 18-17 through AAC 18-19

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

AAC 18-17 Framingham State University
Bachelor of Science in Child and Family Studies

AAC 18-18 North Shore Community College
Social Media Marketing Certificate

AAC 18-19 University of Massachusetts Dartmouth
Master of Science in Finance

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

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

B. Strategic Planning

Strategic Planning Committee Chair Reimers remarked the SPC met last for a Touch Point II meeting with two institutions, Bunker Hill Community College and Massachusetts Bay Community College. He said he looked forward to receiving the final version of those strategic plans later this year.

C. Fiscal Affairs and Administrative Policy

Acting Chair Reimers turned the meeting over to FAAP Chair Tom Hopcroft, who provided an overview of the recent FAAP meeting. Committee Chair Hopcroft reported that at the last FAAP meeting they received an informative presentation from staff at the Massachusetts State College Building Authority (MSCBA) before considering motions on rent for student housing, as set by the MSCBA, and motions on tuition rates. He then called for a motion on FAAP 18-10, the FY2019 MBCBA Rent Certificate. On a motion duly made and seconded, FAAP 18-10 was unanimously approved by all BHE members present, without discussion.

FAAP18-10 FY2019 MSCBA Rent Certificate

MOVED: The Board of Higher Education hereby approves the attached Fiscal Year 2019 Schedule of Proposed Rents and Operating Budget for the Authority and State University Residence Halls, effective July 1, 2018, 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 79 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 J. Simard, Deputy Commissioner for Administration and Finance

Committee Chair Hopcroft then called for a motion of on FAAP 18-13, a consent agenda on tuition rates. He remarked that the tuition rates for the community colleges and state universities have not changed for over a decade. On a motion duly made and seconded, FAAP 18-18 was unanimously approved by all BHE members present, without discussion.

FAAP18-18 Consent Agenda – FAAP 18-11 through 18-17

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

- FAAP 18-11 Community College Resident Tuition Rates for FY2019
- FAAP 18-12 Community Colleges Non-Resident Tuition Rates for FY2019
- FAAP 18-13 State Universities Resident Undergraduate Tuition Rates for FY2019
- FAAP 18-14 State Universities Non-Resident Undergraduate Tuition Rates for FY2019
- FAAP 18-15 State Universities Resident Graduate Tuition Rates for FY2019
- FAAP 18-16 State Universities Non-Resident Graduate Tuition Rates for FY2019

FAAP 18-17 Berkshire Community College and Massachusetts College of Liberal Arts Alternative Non-Resident Undergraduate Tuition Rates for FY2019

Authority: Massachusetts General Laws Chapter 15A, Section 6

Contact: Thomas Simard, Deputy Commissioner for Administration & Finance

Chair Hopcroft stated that FAAP committee also received an update regarding the pending financial assistance audit. He then invited Deputy Commissioner for Administration and Finance Tom Simard to provide the BHE with an update on the audit.

Deputy Commissioner Simard remarked that last March, the DHE was notified that the state auditor was commencing an audit of the Department's grant and scholarship programs, and that General Counsel Dena Papanikolaou was the lead staff member managing and coordinating the Department's response on the audit. He continued the focus of the audit has been on three programs: the Foster Child Grant Program; the DCF Foster Child Tuition Waiver and Fee Assistance Program; and the Massachusetts No Interest Loan Program. The field work is about 95% complete, but the auditors are still conducting data research and analytics on how to assess the performance of these accounts. The auditors have not decided on the metrics yet but have indicated that they are looking at what other states do with respect to these metrics. The auditors have shared a little bit about their work and observations, but the DHE has not yet received anything in formally writing.

Based on what the auditors have shared to date, there seem to four preliminary findings. Two of the findings relate to the Department's need to update its internal control plan and its security polices around the IT system (MASSAid) used to allocate financial aid. The third finding relates also to internal controls processes related to the reconciliation of accounts, which essentially resulted in the Department misclassifying certain scholarship charges to no interest loan account. The fourth and final finding relates to an assessment the effectiveness or outcomes of the three programs—what the auditor is calling a “performance” audit. While the department assesses institutional performance and outcomes at a system and segmental level, the department does not--nor is it statutorily required to-- assess performance outcomes on an account basis.

Deputy Commissioner Simard noted that the Department has proactively taken some corrective action both before and since the audit was initiated. The Department is working on updating its internal control plans and policies, and has engaged the Ripples Group to conduct full a Business Process Review (BPR) for the financial aid office to help improve the way we do business. The BPR review includes recommendations on how to improve the interface between the financial aid system and the state accounting system. He concluded his update by stating that the DHE will continue to update FAAP as this audit moves towards completion. At this juncture, the Department anticipates that the audit will be completed in Late March or early April. Board member J.D. La Rock remarked there were pieces of this process that were looking at operational effectiveness and program effectiveness, and considering the latter, is there any piece of this that can join the overall process of improving financial aid effectiveness? Deputy Commissioner Simard responded that is a good question, and there are a lot of processes that are converging right now, citing the Financial Aid Redesign study, the BPR and the Performance Measurement System development.

At the conclusion of this update, Board member Henry Thomas remarked he wanted to thank

Commissioner Santiago and the BHE members for their work on remediation in secondary and post-secondary learning environments; having an intentional agenda to ensure better alignment between secondary and post-secondary is critical and will help to eliminate the need for remediation. He remarked that he is happy about it.

Acting Chair Reimers then referenced the earlier presentation offered by President Clark and President Kennedy and posed the following question to the BHE: what can we do as a board, collectively, to make higher education more of a critical priority of the state? For example, can we create a large fund to provide scholarships for our residents to be game changer?

Board member Thomas remarked that President Clark made a strong point in his earlier remarks that we should not look at this as a line item or earmark, but as an investment that can be reinforced with the data. He continued that we should engage the public, and help them understand that this investment is in their best interest, citing Governor Patrick's capital bond bill and how that led to some campus transformation. He stated that we have to be vigilant, persistent and demonstrative with the data. Board member Mattera remarked that the earlier presentation already contains the data, and he invited President Kennedy and President Clark back to the table to discuss their proposal.

President Clark stressed that it was an investment, and they need everyone to rally around this opportunity. He cited collective bargaining agreements, fringe benefits, and deferred maintenance costs, and remarked that if the state paid its bills and covered these costs, campuses could hold the line better with fee increases. He suggested engaging the business community to improve our advocacy. President Kennedy added that Westfield State President Torrecilha has begun to try to engage the western Massachusetts legislative delegation in this regard.

Board member Hoffman observed this has troubled Massachusetts historically and some attribute it to our wonderful private institutions. She continued we will need to have a strong gubernatorial voice and a strong legislative voice in order to properly fund public higher education, which we do not have right now. This was not going to get solved today, and it will not be solved by louder voices and more data; it was going to take some more brain power and some more trust on the Board to do something bigger and bolder.

Board member LaRock remarked the presentation was most compelling with the discussion about the impact on people. He continued while it was important and necessary to talk about deferred maintenance and deferred obligations, it was not exciting. There is compelling data about the adult population, the black and Latino population that can be used in specific strategies, and we should articulate a strategy that speaks to the ways this group is not served yet. He remarked that the Council of Presidents work together as a team and a system, and it should be done with UMass because it would be powerful if we worked together better as a system.

President Clark responded that UMass was an interested partner and we will continue to work together. He then remarked that there is a lack of public awareness about the disinvestment of public higher education, citing an example of the Boston Globe editorial board not knowing what was in our presentation today.

Board member Paul Mattera stated that our solutions sound like how we solve our problem and not how we solve the Commonwealth's problem or the business community's problem because that would be more compelling.

Secretary of Education designee Tom Moreau stated there were a lot of streams intersecting here, citing the example of financial aid redesign, and he stated people need to know where the levers are; the money has never quite been where it needed it to be, but when the needs

can be better articulated, then chances improve for increased funding.

VII. PRESENTATIONS

Performance Incentive Fund: Bringing Academic Innovation to Scale

Commissioner Santiago remarked that this is the first time he can recall that two Presidents sat down together for a presentation. He remarked we can work as 29 unique institutions, but we are working better together as a system, citing the recent work to create a unified system of transfer. He noted that these are important conversations and we need to have them.

He then introduced the Performance Incentive Fund (PIF) presentation: PIF funding peaked at \$8 million, and is now at \$2 Million. PIF funds innovation and allows campuses to be innovative and make mistakes. The funds used to support grants awarded to every campus but as funding declined, the DHE has moved to consortiums and campuses now work together. PIF has funded all our work in building the MassTransfer Pathways, as well as the Department's work in math pathways. With a determined effort to reduce remediation, we have seen phenomenal experiments and remediation reduction has also improved success rates.

The Commissioner then introduced Deputy Commissioner for Academic Affairs Pat Marshall to provide an overview today's presentation. Deputy Commissioner Marshall then introduced Chris Laney, Dean of Humanities at Berkshire Community College, Sabrina Gentlewarrior, Vice President of Student Success and Diversity at BSU, and Kim Burns, Dean of Academic Innovations and Dean of Professional Development at Northern Essex Community College. Deputy Commissioner Marshall remarked that the PIF is the only discretionary fund we have at the DHE to incentivize innovations. It additionally serves the purpose of working to address the DHE's "Big Three" priorities. As with all research and development, we will experience success and failure. She noted that she's experienced PIF from both sides, as she was a principle investigator for Worcester State's PIF program in the beginning of the program. She then provided an overview of the PIF timeline: in FY12-16 we provided \$22.5 million, and then after a University of Massachusetts Donohue Institute's (UMDI) evaluation in FY16, we redesigned PIF in FY17 to bring best practices to scale and to promote rigorous program evaluation. The UMDI retrospective analysis of 2012-2015 found that there is a need to define common metrics to support rigorous evaluation, as well as a need to narrow the range of programs and objectives. The FY2017 Redesign included limiting categories to better align with BHE Goals and ongoing projects and scaling existing programs grounded in research and best practice.

Dr. Marshall invited Chris Laney from BCC to provide an overview of the English Co-requisite program. He stated that there was no need to pilot the program, as they already had plenty of data, so they went all in. He then explained how the co-requisite program works, which puts developmental English students into their English 101 class during the same semester. He then provided data on how effective the program was, resulting in significantly higher course success rates and very positive feedback from faculty. Board member Thomas asked Mr. Laney if he felt that student expectations influenced performance, and he responded yes.

Dr. Marshall then provided an introduction to the Brockton 100 Males to College Program, including data from the College Participation Advisory Group which indicates that low-income male students of color rank lowest of all students for academic outcomes. She invited Sabrina Gentlewarrior to provide an overview of the program. Dr. Gentlewarrior remarked that she

loves this program, which is a realistic response to a pressing need, and that the PIF funding helped to get it off the ground. She provided an overview of the program's objectives, and evidence-based activities, as well as the results to date, which include the recruitment of an additional 50 mentees next year. Dr. Marshall thanked Dr. Gentlewarrior, and added that it is very exciting to hear from the campuses that are so passionate about this work.

Dr. Marshall continued by introducing the final program, Competency Based Education (CBE) for Early Childhood Educators. She invited Kim Burns to provide an overview of the program and what competency based education entails and why it is an effective tool. She remarked that the early data shows higher retention rates, and that they believe it could be a retention and completion strategy. She continued that the funds have been helpful, the BHE's leadership and support really matters, as the din of serving students is all consuming, but these funds allow us to carve out time to incubate innovation.

At the conclusion of the presentation, Dr. Marshall opened the floor for questions, noting that there is an additional category of PIF that includes Open Educational Resources. Board member LaRock asked for more information about the competency based courses. Dean Burns responded that the courses are all online, and faculty members work with students in a much more individualized way which allows for flexibility for when they can enroll. Students approach the work in a personalized pace and faculty are there to guide student individually. Students can additionally enroll up to the seventh week of the semester, so it allows for flexibility within the three-credit course.

At the conclusion of the meeting, Acting Chair Reimers provided some brief closing remarks. He noted that he began the conversation today referencing John Adams and the how important higher education is to the future of our republic. He continued that the importance of learning separates the forces of darkness and the forces of light, and that every human being has value the capacity for self-rule. He stated that is why the institutions for higher education are so valuable and critical. He continued that it is clear that it is hard to fight those battles when money is scarce, and it is a collective challenge because not one person will solve it. We need more resources, and while leadership is critical, so is the work of ordinary citizens.

VIII. OTHER BUSINESS

There was no other business.

IX. ADJOURNMENT

There being no further business, Acting Chair Reimers adjourned the meeting at 1:20 p.m.

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