

**STATEWIDE CONFERENCE**

*Trustees*

*of Massachusetts Public  
Higher Education*

Thursday, November 7, 2013

University of Massachusetts Medical School  
Albert Sherman Center  
Worcester, MA



**MASSACHUSETTS**  
**Department of**  
**Higher Education**

# Conference Agenda

	Room ▼
12:40 p.m. <b>Registration</b>	Sherman Building— 2nd Floor Atrium
1:15 p.m. <b>Welcome</b> <i>Charles F. Desmond, Chairman, Massachusetts Board of Higher Education</i> <i>Terence R. Flotte, Dean, Provost and Executive Vice Chancellor, University of Massachusetts Medical School</i> <i>Royall Mack, Advisory Committee Member, Office of Trustee Relations; Board Chair, Middlesex Community College</i> <i>Richard M. Freeland, Commissioner, Massachusetts Department of Higher Education (MDHE)</i>	Sherman Building— Auditorium
1:30 p.m. <b>Remarks and Introduction of Governor Patrick</b> <i>Matthew Malone, Secretary, Executive Office of Education</i>	Sherman Building— Auditorium
1:35 p.m. <b>Welcome, Remarks and Charge (with Q&amp;A)</b> <i>The Honorable Deval L. Patrick, Governor of Massachusetts</i>	Sherman Building— Auditorium
2:10 p.m. <b>Remarks</b> <i>Charles F. Desmond, Chairman, Massachusetts Board of Higher Education</i>	Sherman Building— Auditorium
2:15 p.m. <b>Transition Time</b>	
2:30 p.m. <b>Breakout Sessions—Block 1 (Choose one session to attend.)</b>	
<div style="display: flex; align-items: flex-start;"> <div style="width: 20px; height: 15px; background-color: #e67e22; margin-right: 10px;"></div> <div> <p><b>Presentation—Vision Project</b></p> <p>The Vision Project is one of the highest visibility projects being spearheaded by the Department in partnership with all public colleges and universities. Take a look at the Vision Project through a new lens—the many ways in which <i>students</i> cross paths with the Vision Project along their pathway from Pre-K into career.</p> <p><i>Richard M. Freeland, Commissioner, MDHE</i> <i>Carlos Santiago, Senior Deputy Commissioner for Academic Affairs, MDHE</i></p> </div> </div>	Sherman Building— The Cube
<div style="display: flex; align-items: flex-start;"> <div style="width: 20px; height: 15px; background-color: #c0392b; margin-right: 10px;"></div> <div> <p><b>Panel—Being an Effective Trustee</b></p> <p>What do trustees need to know in order to meet their fiduciary responsibilities? Learn about your legal responsibilities and how to ask the right questions about institution.</p> <p><i>Pat Byrne, Executive Dean, Harvard Divinity School and Member, Governor's Public Education Nominating Council</i> <i>Ellen Chaffee, Senior Fellow, Association of Governing Boards (AGB)</i> <i>Moderator: Dena Papanikolaou, General Counsel, MDHE</i></p> </div> </div>	Medical School— Hiatt Auditorium
<div style="display: flex; align-items: flex-start;"> <div style="width: 20px; height: 15px; background-color: #27ae60; margin-right: 10px;"></div> <div> <p><b>Panel—Good Governance Models</b></p> <p>There are many models of effective governance. Are you using the one that is right for your institution? Come learn about three different models working in Massachusetts.</p> <p><i>Marita Rivero, Board Chair, Bunker Hill Community College</i> <i>Royall Mack, Board Chair, Middlesex Community College</i> <i>Moderator: Richard Covell, Board Chair, Massachusetts Maritime Academy</i></p> </div> </div>	Medical School— Goff 309 B–C
<div style="display: flex; align-items: flex-start;"> <div style="width: 20px; height: 15px; background-color: #27ae60; margin-right: 10px;"></div> <div> <p><b>Panel—A Trustee's Guide to Measuring Success</b></p> <p>How do you measure success at your institution? Which outcomes matter most? How can the Board stay apprised of the most important success indicators? Come hear how two Massachusetts institutions are evaluating success at their campuses.</p> <p><i>Bryan Baldwin, Vice President for University Advancement, Bridgewater State University</i> <i>Ahmed Abdelal, Provost, University of Massachusetts Lowell</i> <i>Jacqueline Moloney, Executive Vice Chancellor, University of Massachusetts Lowell</i> <i>Moderator: Louis Ricciardi, Board Chair, Bridgewater State University</i></p> </div> </div>	Medical School— Room 351–352

**Note:** Breakout sessions cover broad topics of interest. You chose one session per block during pre-registration; the sessions you chose are listed in your conference packet. Sessions will be led by:

- Outside experts
- DHE staff or
- Trustees.

Room ▼

3:15 p.m. **Transition Time**

3:30 p.m. **Breakout Sessions—Block 2** (*Choose one session to attend.*)

■ **Presentation—Together We Can: Foundations, Alumni and Trustee Board Relations** Sherman Building—  
The Cube

What are the best practices and strategies for managing relationships between your board and other University/College Boards? Discuss the topic with experts in the field.

*Steve Hall, Vice President for Alumni Relations, Boston University*

*Jeffrey Mills, President/CEO, The University of Maine Foundation*

*Moderator: David Bass, Director of Foundation Programs and Research, AGB*

■ **Presentation—Strategic Planning and Finance: New Approaches for Changing Times** Medical School—  
Hiatt Auditorium

What works in strategic planning and finance in an environment of change, uncertainty, and scarce resources? Learn how boards are working with executive teams and campus personnel to craft strategic direction and align resources to best position an institution for success. This session will also detail the DHE's work to implement a legislatively mandated statewide and campus strategic planning process.

*Ellen Chaffee, Senior Fellow, AGB*

*Carlos Santiago, Senior Deputy Commissioner for Academic Affairs, MDHE*

■ **Panel—Essential Habits of Energized, Engaged Boards** Medical School—  
Goff 309 B–C

Some boards are harmonious; others lethargic. Discover how some campuses use professional development initiatives, engagement projects, committee structures and self-assessment tools to keep their board members closely involved in the workings of the institution.

*Linda Cavaoli, Trustee, Quinsigamond Community College*

*Tyler Fairbank, Board Chair, Massachusetts College of Liberal Arts*

*Fernando Garcia, Board Chair, Bristol Community College*

*Royall Mack, Board Chair, Middlesex Community College*

*Moderator: Rich Yagjian, Board Chair, North Shore Community College*

■ **Panel—Conducting a Comprehensive Presidential Evaluation** Medical School—  
Room 351–352

Comprehensive evaluations are conducted every three to five years. They are more substantive than the annual presidential assessments completed each year. In this session, trustees will talk about the process of conducting comprehensive assessments, their impact on the campus and the campus culture.

*George Albro, Personnel Committee Chair, Worcester State University*

*Jeffrey Linehan, Vice Chair, Northern Essex Community College*

*Helen Caulton-Harris, Board Chair, Holyoke Community College*

*Pamela Carrington Scott, Board Chair, Salem State University*

*Moderator: Ronald Valerio, Board Chair, Worcester State University*

4:15 p.m. **Transition Time**

4:30 p.m. **Breakout Sessions—Block 3** (*Choose one session to attend.*)**Presentation—Statewide Goals for the 2013–2014 Academic Year**

At the beginning of each academic year, the BHE publishes a list of goals for the Massachusetts public higher education system. Find out about this year's system-wide goals and understand the expectations for your campus.

*Richard M. Freeland, Commissioner, MDHE*

*Charles F. Desmond, Chair, Board of Higher Education*

Sherman Building—  
The Cube

**Presentation—Board Responsibility for the Oversight of Educational Quality**

“In order to fulfill a board's fiduciary responsibilities effectively, the board must understand, monitor, evaluate and exercise responsibility for the institution's academic programs and policies.” Expectations for board oversight of educational quality are growing fast, yet few board members feel comfortable exercising authority in what is viewed as the faculty's domain. This session will provide guidance on how to oversee educational quality while respecting institutional management and faculty roles and responsibilities.

*Ellen Chaffee, Senior Fellow, AGB*

Medical School—  
Hiatt Auditorium

**Panel—Public Higher Education's Role in Workforce Development**

Massachusetts public colleges and universities now educate more than half of all undergraduates, most of whom are destined to become part of the Commonwealth's future workforce. Workforce development is a critical component of public higher education's mission. In this session, learn about three innovative approaches to workforce development: ROXMAPP—Roxbury Community College's partnership with Madison Park High School; Middlesex Community College's industry advisory panel; and the partnership between UMass Medical Center and Worcester State to increase the number of nurses educated at the baccalaureate level.

*Brenda Mercomes, Vice President for Academic Affairs, Roxbury Community College*

*Caesar Mickens, Director, Early College Expansion, Jobs for the Future*

*Don Brady, Assistant Dean, Science, Technology, Engineering and Math, Middlesex Community College*

*Steve DiCato, Lead Cyber-Security Engineer, MITRE*

*Stephanie Chalupka, Associate Dean of Nursing, Worcester State University*

*Cathy Jewell, Associate Chief Nursing Officer, UMass Memorial Medical Center*

*Moderator: David Cedrone, Associate Commissioner for Economic and Workforce Development, MDHE*

Medical School—  
Goff 309 B–C

**Presentation and Panel—The President-Board Relationship**

Comprehensive evaluations are conducted every three to five years. They are more substantive than the annual Presidential assessments completed each year. In this session, trustees will talk about the process of conducting comprehensive assessments, their impact on the campus and the campus culture.

*Hector Toledo, Board Chair, Springfield Technical Community College*

*Ira Rubenzahl, President, Springfield Technical Community College*

*Moderator: Tom Meredith, Consultant, AGB*

Medical School—  
Room 351–352

5:30 p.m. **Networking Dinner and Introduction of Commissioner Freeland**

*Norm Peters, Trustee, University of Massachusetts*

Sherman Building—  
Multi-Purpose Room,  
Ground Level

5:40 p.m. **Concluding Remarks**

*Richard M. Freeland, Commissioner, MDHE*

Sherman Building—  
Multi-Purpose Room,  
Ground Level

# Outside Expert Bios

## **Ahmed Abdelal, Ph.D.**

As Provost, Ahmed Abdelal serves as the chief academic officer, overseeing long-term planning, curriculum, instruction, research, outreach and assessment, libraries and academic services. In his role, he is also a member of the Chancellor's Executive Cabinet. Prior to joining UMass Lowell, Abdelal served as Provost of Northeastern University where he provided leadership for developing and implementing a five-year strategic plan that strengthened academic programs across colleges, bolstered experiential learning, and increased retention and graduation rates. This effort similarly strengthened interdisciplinary research and graduate education in the sciences and engineering with emphasis on emerging fields such as nanotechnology, and in the social sciences with emphasis on policy and urban affairs. The revitalized research centers provided the framework for strong interdisciplinary and translational research and attracted significant funding and national recognition.

## **Bryan Baldwin**

Bryan Baldwin serves as Chief Strategy Officer at Bridgewater State University and was instrumental in the development of the University's first integrated strategic plan. A member of the President's Cabinet, Mr. Baldwin has also held the positions of Vice President for University Advancement and Strategic Planning, Executive Director of the BSU Foundation, and Chief of Staff to the President. Prior to joining the Bridgewater team in 2002, he served as Economic and Public Affairs Officer for the Canadian Ministry of Foreign Affairs and International Trade at the Boston Consulate. Mr. Baldwin frequently consults with national and international organizations to facilitate strategic planning and mission-driven organizational development.

## **David Bass**

David Bass is currently the Director of Foundation Programs and Research for the Association of Governing Boards of Universities and Colleges where he oversees all of AGB's programs and research supporting the work of foundation boards. He leads AGB's annual Foundation Leadership Forum which brings together board members and CEOs of institutionally related foundations for a 3-day program focused on governance practice, endowment management, and fundraising leadership. David has conducted research and authored reports on foundation funding models, and changes in foundation governance practice in the wake of Sarbanes-Oxley. Previously, David served as Director of the National Center for Institutionally Related Foundations at the Council for Advancement and Support of Education.

## **Don Brady**

Don Brady is Assistant Dean of STEM at Middlesex Community College. In that role he is responsible for nine academic departments, and oversees 16 academic programs. Prior to joining Middlesex, while working through the Massachusetts Technology Collaborative, he drove the initial implementation of the statewide STEM @Scale initiative, in support of the Governor's STEM Advisory Council.

Don spent 25 years at H-P (and formerly Digital Equipment Corp.) in various roles: as a software engineer, as a member of the High Performance Computing group, and as director of the Geographic Information Systems (GIS) solutions business unit. He had extensive customer-facing experience with enterprise, government and academic accounts on five continents.

Don has spent more than 25 years as an adjunct faculty at Boston College, teaching courses in computer science and GIS. He serves on the Executive Committee of the Northeast STEM Network, the BATEC Leadership Team, and the Board of Directors of the Holy Cross Alumni Association. He is a former member of the Technical Committee of the Open Geospatial Consortium.

## **Pat Byrne**

Pat Byrne is currently the Executive Dean of Harvard Divinity School. Prior to that, she served in various executive capacities at Wellesley College, Lesley College and the Cambridge Partnership for Public Education. She began her career at the University of Massachusetts and was a Massachusetts Community College Trustee (MBCC) for five years.

## **Ellen Chaffee**

Ellen Chaffee's distinguished career spans institutional, system, policy, and national professional leadership in both public and private higher education, as well as extensive research and publication. Past president of two universities and two national professional associations, she has led executive, academic affairs, student affairs, research, and equal opportunity functions. She has served on and consulted with more than 50 governing boards as well as national organizations in higher education research, health care, allied health, and foundations. Chaffee is a member of the Board of Trustees of Des Moines University.

### **Stephanie Chalupka, Ed.D., RN, PHCNS-BC, FAAOHN**

Stephanie Chalupka is Associate Dean for Nursing at Worcester State University. She also holds an appointment as a Visiting Scientist in Environmental and Occupational Medicine at the Harvard School of Public Health. Prior to joining the faculty at Worcester State University, she was a Professor of Nursing and Director of the Undergraduate Nursing Program and as the Associate Director, Center for Health and Disease Research/Division of Preventative Medicine at the University of Massachusetts Lowell.

Dr. Chalupka has been the recipient of the University of the Massachusetts President's Award for Public Service for her work with refugee and immigrant populations. Dr. Chalupka was recently inducted into the National Academies of Practice as a Distinguished Scholar in recognition of her research to reduce and prevent harmful environmental exposures and health risks to children and underserved, disproportionately impacted low income, minority, and tribal communities.

### **Stephen DiCato**

Stephen R. DiCato, Jr. has been with MITRE for five years. Stephen functions as a security researcher and software developer focused on providing defensive cyber capabilities to a variety of MITRE's sponsors as well as MITRE's internal security operations team. His work focuses on providing network defenders with the capabilities they need to detect, understand, and respond to advanced persistent threats (APT). Recently, Stephen co-lead and assumed the role of lead developer on a research project focused on improving the way mission commanders and network defenders respond to cyber threats. Beyond his technical work, Stephen is an active recruiter and mentor at MITRE, and is currently helping Middlesex Community College develop a set of cyber security focused degree programs.

### **Steve Hall**

Steve Hall is the Vice President for Alumni Relations at Boston University. In this capacity, he is responsible for alumni relations, annual giving, development communications and stewardship with BU's 300,000 alumni around the world. During his tenure, participation in alumni activity has increased from 20,000 to 52,000 alumni per year. Alumni giving participation has increased by 30 percent over the last 3 years. Before joining BU in 2007, Hall was CEO and president for 12 years of the University of Houston Alumni Association, a self-governing 501 (c) 3 support organization. He also served as Vice President for major gifts for the Washington State University Foundation. A higher education advancement professional since 1981, Hall is a frequent author, presenter and conference chair for the Council for Advancement and Support of Organization (CASE), a former board member for CASE District I, and a former member of both the CASE Commission on Philanthropy and Commission on Alumni Relations.

### **Cathy Jewell, MHA, RN**

Cathy Jewell is currently the Associate Chief Nursing Officer at the Memorial campus of the University of Massachusetts Memorial Medical Center. She has been a nurse for 41 years. A graduate from Hahnemann Hospital School of Nursing, Cathy received her BSN at Assumption College in Worcester and her master's in Health Administration at Worcester State University. Her clinical background has included surgical intensive care and emergency department nursing. She began her management career in the Emergency Department at the Memorial Hospital campus where she worked for more than 20 years. She has served as Associate Chief Nursing Officer at UMass Memorial Medical Center for nine years.

### **Dr. Brenda Williams Mercomes**

Brenda Williams Mercomes, Ed.D., is the Academic Vice-President at Roxbury Community College (RCC) in Roxbury, Massachusetts. Originally from Kansas City, Kansas, she began her career in education by teaching composition and literature in Kansas City, Missouri, and at Emporia State University, Emporia, Kansas. Later she accepted a position in the English Department at Massasoit Community College. In this role, she was instrumental in creating the Developmental Writing curriculum and co-authored the instructional guide for the course. She rose to become chair of the Language Arts Division and then Dean of Humanities and Fine Arts. In addition to her other duties as vice-president, Dr. Mercomes is the director of a five-year, \$2 million Title III Strengthening Institutions grant, from the U.S. Department of Education entitled, "Utilizing Technology to Increase Retention and Graduation Rates." She is also the past president of Discover Roxbury, a community-based organization with the mission of preserving and promoting the history of Roxbury, Massachusetts.

### **Dr. Tom Meredith**

Tom Meredith has served at all levels of public higher education including commissioner of Higher Education for Mississippi's university system, chancellor for the University System of Georgia, responsible for the state's 34 public colleges and universities, chancellor of the University of Alabama System, as well as president and professor of education at Western Kentucky University. Meredith began his career as a high school teacher and later served as a high school principal.

He is a past president of the National Association of System Heads (NASH) and a past chair of the American Association of State Colleges and Universities (AASCU). Meredith has also served on the executive committee of the Southern Regional Educational Board (SREB) and has served as the chair of the Council of Presidents in both Alabama and Kentucky.

Meredith consults in the areas of presidential mentoring, development and performance appraisal (more than 70 presidents have reported to him); presidential compensation; leadership training; board development and self evaluation; board relations; and multi-institutional system matters.

**Dr. Caesar Mickens**

Caesar Mickens is Jobs for the Future's (JFF's) director of Early College Expansion, helping public school districts nationwide prepare all students for college success, especially those populations underrepresented in higher education.

Dr. Mickens has worked over 25 years across education sectors as a public school district administrator, college faculty member, workforce trainer, and program coordinator for both nonprofit and for-profit education providers. Prior to JFF, he served as senior vice president of academics for Aztec Software, developing and piloting Web-based education software in Ghana and Nigeria, and the United States. His public administrator posts at a variety of educational institutions include: Deputy Superintendent, Professional Learning and Development, Executive Director of professional development; Principal and Technology Director and Executive Director. He was also on the faculty at Wayne State University in Detroit, MI where he taught graduate seminars on instructional design and technology for more than 12 years.

**Dr. Jeffrey Mills**

Dr. Mills currently serves as the new president/CEO of The University of Maine Foundation. He has extensive experience as a nonprofit fundraising and alumni relations leader in higher education. Importantly, he has held various positions with the University of Maine including vice president for University Advancement and president/CEO of the Alumni Association.

Previously, he served as vice president of University Advancement at Monmouth University, West Long Branch, NJ, where he was a member of the committee responsible for the investment of the University's \$125 million endowment and plant funds. He increased overall fundraising to highest levels in university history, which led to Monmouth University winning the 2009 CASE-WealthEngine Award for Educational Fundraising. He also served in the Maine Legislature for ten years.

**Jacqueline Moloney, Ed.D.**

Jacqueline Moloney serves as Executive Vice Chancellor for the University of Massachusetts Lowell. As a member of Chancellor Meehan's Executive Cabinet, she assists the Chancellor in overseeing the University's operations, strategic planning, capital planning and fundraising.

She currently provides a leadership role in long-range planning by co-chairing the UMass Lowell 2020 Commission which has engaged over 200 faculty, staff and community members in developing the University's strategic plan for the next decade. She has previously served in numerous capacities at the University, including Dean of Continuing Studies, Corporate and Online Education and the founding Director of the Centers for Learning.

After the conference, please submit an evaluation. We value your feedback!  
<https://www.surveymonkey.com/s/Nov7trusteesconference>

### **Mission Statement of the Massachusetts Public Higher Education System**

Massachusetts Public Higher Education is a SYSTEM with a distinguished past, increasing and measurable accomplishments and dedication to being recognized as having one of the nation's most outstanding array of institutions. It comprises 15 community colleges, nine state universities and five campuses of the University of Massachusetts. The system exists to provide accessible, affordable, relevant and rigorous programs that adapt to meet changing individual and societal needs for education and employment. The public system is committed to continuous improvement and accountability in all aspects of teaching and learning. The Board of Higher Education, together with each respective Board of Trustees, expects all students, faculty and staff to be held to exacting standards in the performance of their roles and responsibilities.

### **Thank you to the Office of Trustee Relations Advisory Committee:**

Louis Ricciardi, Board Chair, Bridgewater State University

Joe Burchill, Board Chair at Framingham State University

Mohan Boodram, Trustee, Massachusetts College of Liberal Arts

Nelson Ross, Trustee, Massasoit Community College

Cynthia Rose, Trustee, Bristol Community College

Stacey Deboise Luster, Board Chair, Quinsigamond Community College

Rich Covell, Board Chair, Massachusetts Maritime Academy

Royall Mack, Board Chair, Middlesex Community College

**And to all trustees who responded to the  
survey that helped to guide this agenda.**

*Reminder:* After the conference, please submit  
an evaluation. We value your feedback!

**<https://www.surveymonkey.com/s/Nov7trusteesconference>**