



Framingham

State University

FSU Board of Trustees Presidential Review Committee

July 27, 2021

Hybrid Meeting

10:00 a.m. – 11:00 p.m.

AGENDA

- I. Approval of Minutes from Prior Meeting
- II. Content Writing
 - a. Review of writing assignments:
 - i. Hope Bielat to address, accessibility and affordability and closing the gap in student opportunities and achievements.
 - ii. Mike Grilli to address areas related to the financial status of the University
 - iii. Beth Casavant to address racial equity, the Equity Agenda and DHE goals and data including initiatives that address racism
 - iv. Ann McDonald to address Pandemic response efforts
 - v. See Commissioner's required content (Addendum)
- III. Review of schedule
 - a. Annual reports due from Executive Staff, July 9, 2021
 - b. Initial evaluation draft to be completed by July 30, 2021
 - c. July 27, 2021 at 10:00 am, public meeting to discuss first draft and suggested edits
 - d. Final Public Meeting August 24, 2021 at 10:00 am, public meeting to discuss final draft if required.
- IV. Open Forum for Full BOT Input to be incorporated into evaluation
- V. Adjournment



MEMORANDUM

TO: Community College and State University Board Chairs
FROM: Carlos E. Santiago, Commissioner
CC: Community College and State University Presidents
DATE: April 6, 2021
SUBJECT: FY2021 Presidential Evaluations – Timeline and Statewide Priorities

The purpose of this memorandum is to outline the process and timeline for conducting presidential evaluations this year, and to confirm the Board of Higher Education’s (BHE) statewide and system priorities for academic year 2020-2021 (FY2021).

2020-2021 BHE Statewide Priority Objectives – The Equity Agenda and Responses to COVID-19: Under the BHE’s Presidential Evaluation Guidelines, one of my responsibilities as Commissioner is to inform presidents and trustees of the system-level (i.e., statewide) objectives of the BHE for each academic year. The full text of the BHE guidelines on presidential evaluations and compensation may be accessed here: [BHE Presidential Compensation and Evaluation Guidelines](#).

Academic year 2020-2021 has been one of the most challenging in anyone’s memory. The COVID-19 pandemic has had a devastating impact on our society and economy, and much remains uncertain about its long-term effects. In the higher education sector, colleges and universities both here and across the country have experienced declines in enrollment, previously unanticipated revenue losses, and higher costs stemming from pandemic mitigation and response efforts. Federal funding has helped close part of the financial gap created or exacerbated by the pandemic to date, and the leadership within our public higher education system has been innovative and proactive in implementing adaptive measures to grapple with the challenges brought on by the virus.

Still, there is widespread acknowledgment of the disproportionate impacts of the pandemic on our students of color and low-income students. Now more than ever, it is vitally important that we maintain our commitment to and focus on the overarching Equity Agenda and campus efforts to improve success rates for all students.



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Accordingly, as I announced during the Department's October 2020 Statewide Trustee Convening, the statewide priorities for academic year 2020-2021 will be essentially the same as last academic year: The Equity Agenda, plus pandemic-response efforts.

The Equity Agenda: I am again asking each local Board of Trustees to continue to focus on our overarching Equity Agenda, and campus efforts to significantly raise the enrollment, attainment, and long-term success outcomes among traditionally underserved student populations, particularly racially minoritized students. As in prior years, I ask that you include in your respective Presidential evaluations three to five examples of initiatives that highlight how your institution has become more student-centered and equity-minded. Please include relevant data, either quantitative or qualitative. To that end, relevant BHE materials that you may find helpful as your frame your submissions include the following:

- [Equity-Minded Goalsetting Presentation](#), and [BHE 20-11](#) May 2020 DHE Presentation to the BHE and vote; and
- [Equity Agenda Update](#), February 2021 DHE Presentation to the BHE (slide 4 on participatory leadership is particularly instructive).

Pandemic-response efforts: Our individual and collective work responding to the pandemic within the public higher education system has been significant, of critical importance, and, by all accounts, has required each President's considerable time and attention. Therefore, in addition to the Equity Agenda criteria outlined above, I ask that you include information on your President's efforts to respond to, contain and mitigate the impacts of the COVID-19 pandemic within your respective campus communities, and in the administration of your institution's resources. I welcome and look forward to reviewing your comments and observations on this important work.

Performance Measurement Reports (Data Dashboards): The BHE Presidential Evaluation guidelines require that evaluations of presidential work consider and include institutional data linked to system-level goals and metrics. (See Section III.B). In May 2019, DHE launched the Performance Measurement Reporting System (PMRS), a public-facing data tool intended to prompt constructive conversations about performance and accountability between and among DHE, the campuses, boards of trustees, legislators, and others, and specifically to assist campuses in fulfilling this requirement of the President Evaluation Guidelines. The Reports summarize campus performance on a robust set of key indicators approved by the BHE in December 2018 (See BHE 19-02), including comparisons where appropriate to the institution's segmental peers in Massachusetts or a national peer group of similarly situated institutions. The Reports also offer insight into gaps between different racial/ethnic, gender and income groups on many of the metrics and offer examples of campus best practices and innovations that are driving improvements in performance. We anticipate that this year's Reports (Data Dashboards) will be live and available to view by Presidents and Trustees in mid-April.



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Presidential Evaluations Timeline: Consistent with the process we have used in prior years, the deadline for the completion and submission of presidential evaluations is June. However, we recognize that the timing of your presidential evaluation committee meetings, local board meeting schedules and other competing priorities may make it challenging to complete this important work within this timeframe. We, therefore, do allow for exceptions on a case-by-case basis. I have found this timetable and exception process to be effective and am not aware of any significant problems. Accordingly, I ask that you and your boards complete this year's evaluations by June 30, 2021. If this is not realistic given your board meeting schedule, or if you have any other questions or concerns about this timeline, please work with Director of Trustee and Government Relations Matt Noyes (MNoyes@dhe.mass.edu or 781-605-4434).

Presidential Evaluations Process: I believe that the process of presidential evaluations used in prior years was useful. Having an opportunity to review the campus documentation and dashboards as part of one-on-one, in-person discussions with presidents proved, from my perspective, to be very helpful in understanding each institution's performance and presidential leadership over the previous year. Therefore, I will be continuing the process again this year. In addition, as in prior years, to streamline the submission process and to provide consistency among trustee submissions, I am requesting that boards of trustees continue to submit a one to two-page executive summary of the Board's evaluation of the president. The Board's summary should include the following:

- a summary of the process your board used to conduct the review;
- performance data used to support your board's conclusions and recommendations;
- your board's recommendation regarding a proposed compensation adjustment; and
- a summary which addresses the two areas of presidential responsibility (e.g., one section for institutional goals and objectives, and a separate section on statewide priority objectives).

Supporting materials and documents should be sent only to the extent that they relate to points addressed in the executive summary. I found presidential self-evaluations to be useful documents as well.