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INTRODUCTION

The Higher Education Consortium of Central Massachusetts (HECCMA) was established in July of 2013, upon the dissolution of the Colleges of Worcester Consortium, Inc. (COWC). The organization was incorporated in January of 2014, and became recognized by the IRS as a non-profit 501(c)3 in July of 2014. (Tax ID#: 46-4753685)

Mission
The mission of HECCMA is to work cooperatively to further the missions of individual member institutions.

HECCMA’s Key Roles
- Connector...
of the institutions and their constituent parts desiring to come together around common issues/concerns/goals
- Voice...
on behalf of the institutions, making the case for policies that are in the best interests of higher education in Central Massachusetts and the institutions that provide it
- Convener...
of the member institutions and other, external stakeholders to engage/address topics of mutual interest or concern
- Catalyst...
on behalf of the institutions, trying to effect positive change in the region that is beneficial to the higher ed sector and supports HECCMA’s strategic goals
- Partner...
with other organizations/institutions that have not only common interests but also sufficient resources to do the work/take the initiatives required to advance certain strategic goals that are important to HECCMA’s members but beyond the scope or capacity of HECCMA itself to undertake
GOALS

Serving in the role of CONNECTOR, HECCMA organized meetings of the CAOs, CFOs, CSAOs, & the G&CR committees to share past successes with the HECCMA Board and determine what, if any, areas of mutual interest that exist for future exploration.

As a CONVENER, HECCMA brought together over a dozen functional groups to promote community among member institutions and explore mutual interests.

Serving as a VOICE for higher education in the region, HECCMA organized breakfasts for presidents and senior campus leaders to meet with key political leaders from the regional, state, and federal government.

Serving in the role of PARTNER, HECCMA played an active role in the City-wide Bike Share Committee which launched the ofo Bike Share pilot program in Worcester. HECCMA also represented the higher education sector by participating on the Comprehensive Economic Development Strategy (CEDS) Committee as a data contributor and participant. HECCMA also gained a seat on the Worcester Economic Development Coordinating Council (EDCC) this year, participating in quarterly meetings.
HECCMA BOARD MEMBERS

The board of the Higher Education Consortium of Central MA, Inc. is made-up of the Chief Executive Officers of each member institution.

2017-2018 (in alphabetical order by college)

Mary Lou Retelle, Anna Maria College President (HECCMA Chair-Elect)
Francesco Cesareo, Ph.D., Assumption College President
Peter Wells, Assumption College Chief Financial Officer (HECCMA Treasurer)
Nancy Crimmin, Ed.D., Becker College President
David P. Angel, Ph.D., Clark University President
The Rev. Philip Boroughs, S.J, Ph.D., College of the Holy Cross President
Charles Monahan, Jr., MCPHS University President
Luis Pedraja, Ph.D., Quinsigamond Community College President
Deborah Kochevar, DVM, Ph.D., Tufts Cummings School Dean
Michael Collins, M.D., UMass Medical School Chancellor
Nikki Kapurch, Worcester State University (HECCMA Clerk)
Barry Maloney, Worcester State University President (HECCMA Chair)
Laurie Leshin, Ph.D., WPI President
Jeanine Belcastro Went, Ph.D. continues to serve as executive director of HECCMA, completing her fifth year with the organization. In the fall of 2017, Dr. Went began serving as board member for the Association for Collaborative Leadership, a national organization of consortia leaders. She was invited by Dorothy Escribano, the interim president of the College of New Rochelle, to facilitate a face-to-face workshop with the Provosts from the Lower Hudson Valley Catholic Colleges & Universities Consortium about cross-registration. She also met virtually with Gerard J. Rooney, President, St. John Fisher College, Dan Braveman, President, Nazareth College and Deana Porterfield, President, Roberts Wesleyan College, to share information about HECCMA’s joint purchasing group model. And lastly, through a generous donation by the Cummings Foundation, Dr. Went was selected to mentor a One Health Fellow from Rwanda, Aurore Nishimwe. Through this venture, she provided a training at the Cummings School for the eight Rwandan Fellows and several Cummings students on Collaborative Leadership practices.

Lisa Williams, M.A. continues to serve as administrative services coordinator of HECCMA. In June of 2018, her schedule was modified to enable her to work half-time at UMass Lowell, where she now serves part-time as an academic advisor for undergraduate students in the Manning School of Business. Ms. Williams aspires to obtain full-time employment in the field of academic advising.
The Higher Education Consortium of Central Massachusetts (HECCMA) was selected as a 2018 host site for a One Health Fellow, and the selection committee named Aurore Nishimwe to the post. The fellowship position was a result of the One Health Collaborative, which recently was established by the Cummings School of Veterinary Medicine at Tufts University, in partnership with the University of Global Health Equity and the University of Rwanda. The Collaborative’s mission is to "train the next generation of leaders through a One Health approach, utilizing systems thinking to equitably improve the health of humans, animals, and the environment using multidisciplinary training, evidence-based research, and implementation science.”

The One Health Collaborative serves as an interdisciplinary framework that anchors University of Global Health Equity’s and the University of Rwanda’s health science research and training around One Health principles. These innovative programs will yield global health leaders with a strong technical fluency in One Health. The One Health approach has been advocated as the global framework for strengthening collaboration and capacities of the sectors and actors involved in health service delivery.

Prior to her arrival at the HECCMA office, Ms. Nishimwe participated in a one-week leadership training at The Cummings School where she learned about public-private partnerships and developed a deeper understanding of how American consortia work. While at HECCMA, Ms. Nishimwe was charged with exploring opportunities for collaboration between the regional colleges’ many STEM-based graduate programs. Her research resulted in a graduate-level cross-registration feasibility study that has been shared with HECCMA member institutions. Her feasibility study demonstrated that expanding HECCMA’s cross-registration to include graduate level STEM courses may be viable.
Funding

HECCMA is currently funded mainly through membership dues, with an operating budget of $170,657. This year we had 11 full members of HECCMA: Anna Maria College, Assumption College, Becker College, Clark University, College of the Holy Cross, Cummings School of Veterinary Medicine of Tufts University, MCPHS University, Quinsigamond Community College, University of Massachusetts Medical School, Worcester State University, Worcester Polytechnic University.

Non-profit entities with an educational mission pay an annual fee to become associate members and benefit from the purchasing power of the HECCMA Joint Purchasing Group. 2017-18 associate members were as follows: Alternatives Unlimited, CMSEC, Diocese of Worcester, Dr. Franklin Perkins School, Ecotarium, Heifer International, MassEdCo, Notre Dame Academy, Seven Hills, Tower Hill Botanic Gardens, WAM, WCAC, Worcester Academy, Worcester Historical Museum, and the YWCA.

Since February of 2014, the HECCMA office, located at 11 Norwich Street, has been granted 100% rent-free by MCPHS University thanks to HECCMA Board Member and MCPHS U President, Charles Monahan.
FINANCIAL SUMMARY

REVENUES
This fiscal year, HECCMA collected $165,000 in membership revenue from college members, $47,452 from the Certificate in College Teaching program, $5,600 from non-profit associate members with an educational mission, and $57 in fees from outside vendors.

EXPENSES
The biggest cost of doing business is compensation expense, including employee wages, benefits, and payroll. HECCMA’s compensation expenses amounted to $173,013, covering HECCMA administration and faculty. A total of $41,145 was spent on operations.

SUMMARY
As the costs of doing business increase annually, it becomes much more difficult to function under the same financial structure. New funding opportunities must be explored to continue to survive and thrive in difficult financial times.

Revenues exceeded expenses recorded for the year ended June 30, 2018 and HECCMA achieved a $3951 increase in net assets.
The Chief Academic Officers convened three times this academic year to discuss the Certificate in College Teaching (CCT) program, and explore future opportunities for collaboration. The HECCMA Board had charged the group with either finding a way to save the CCT program, or eliminate it. The CAO group discussed their shared desire for faculty development outside of the scope of the Certificate program. This prompted a new marketing plan, faculty development model and name change to TI21: Teaching Innovation for the 21st Century. The CCT program still suffered financially, so an 18-month teach-out was planned. The CAOs hosted their annual Provost Meet & Greet in August, and their annual New Faculty Reception in the fall term. They also worked with the Faculty Development Group to explore training for new faculty chairs. The CAO group met on the following dates during the 17-18 academic year: 9/25/2017; 2/20/2018; 5/11/2018.

**FACULTY DEVELOPMENT GROUP**
This committee convened three times this year to explore ways to save the CCT and discuss additional opportunities for faculty development collaboration. The group also brought in Brandeis to meet and explore a shared CCT model, but the proposal was unable to come to fruition. This group met on: 1/12/2018; 3/6/2018; 5/17/2018.

**REGISTRARS’ GROUP**
This committee has convened for many years to discuss best practices and address ongoing cross-registration needs. The cross-registration program saw 257 enrollments in the fall, and 281 in the spring, totaling 538. Although participation numbers are respectable relative to prior years, the Registrars’ Group believes that transportation is still a barrier for some, as is the difference in Academic Calendars. The registrars met three times during the 17-18 academic year on: 10/27/2017; 2/16/2018; 6/1/2018.
CHIEF FINANCIAL OFFICERS

CFOS

The CFO group met once during this academic year to discuss opportunities for collaboration. They asked the HECCMA Executive Director to focus energy on shared trainings during the 2017-18 academic year. The one CFO meeting was held on 8/18/2017.

EMERGENCY PLANNING & RESPONSE GROUP

Prompted by a CFO group proposal in May 2015, HECCMA formed this group and an MOU for Emergency Response was signed in March of 2017.

In August of 2017, a Tabletop Training was offered to all HECCMA member institutions to practice activating the agreed upon MOU. Nearly 20 individuals participated in this event. In the half-day exercise, a tornado caused significant damage to the Holy Cross Campus and surrounding highways. Feedback from participants was very positive. Many thanks to UMass Medical School for hosting and sponsoring this event!

Through a grant application with Rural Training.org, HECCMA was granted an opportunity to host AWR 148: Crisis Management for School-Based Incidents, an 8-hour, Dept. of Homeland Security-approved course designed to educate law enforcement personnel as well as school administrators and staff on the elements that would allow for an effective response to school-based emergencies. The program was modified to include college campus response. Becker College hosted this event on the Leicester campus. The only expenses incurred by HECCMA was for catering. FEMA funds were disseminated to Rural Training to cover presentation materials, trainer travel and trainer compensation.

This group met on: 8/9/2017; 10/5/2017; 1/8/2018; 6/13/2018

HR GROUP

The HR group expressed a desire to reinstate a Supervisor/Manager training program. Hiring outside facilitators would be preferable, but is cost-prohibitive. The associate director of HR at the College of the Holy Cross was certified through DDI to provide facilitation of such trainings for all managers on their campus. The HR group suggested that if every campus could certify one facilitator, we could develop a cadre of facilitators. This would enable the consortium to host more sessions together, as facilitators could share the load. The HECCMA executive director was asked to explore grant funding through MA Workforce Development that could cover the cost of such training.

Upon investigation, it was discovered that only organizations that contribute to the Workforce Training Fund Program (WTFP) are eligible to take part in WTFP grant programs. Non-profits that select the reimbursable method are paying a discounted rate that does not include contribution to the WTFP and therefore HECCMA is not eligible.

The desire to develop a consortium-wide Supervisor/Manager training still exists among the HR Directors, who met once during the 17-18 Academic Year on 12/18/2017.
This year the Joint Purchasing Group, made up of purchasing professionals from across the consortium, assembled three joint purchasing bids leading to new agreements for the benefit of the colleges, and for the benefit of small non-profits with an educational mission in Worcester County. The group has been led over the past year by Laurie Colella from WPI. This academic year, the office supply contract alone saved HECCMA members over $2.8 Million in cost avoidance (an average of 68.55% off of MSRP), and saved small non-profits with an educational mission over $1.6 Million in cost avoidance (an average of 65.05% off of MSRP) with a combined savings of over $4.5 Million (an average of 66.26% off of MSRP). This group hosted four meetings throughout this academic year:
9/16/2017; 12/15/2017; 3/16/2018; 6/22/2018

This group of talented software trainers has done great work together to serve the computer training needs of the employees of consortium colleges. This year the trainers offered eleven sessions, for which 156 employees registered and 128 attended. Similar courses offered elsewhere cost $99-$295 per course per person, but these courses are offered for free to all consortium members, saving the colleges between $12,672 and $37,360 collectively during the 17-18 fiscal year. The group meets once per term to review prior terms’ workshop evaluations and make data-driven decisions on future curriculum and offerings. The group lost two members this year, but hopes to continue offering high-quality, zero-cost sessions to our member institutions. New trainers are welcome! The Technical Training Group met on:
Charged by the HECCMA Board at the November Annual Meeting, the Chief Student Affairs Officers’ group convened three times this academic year to discuss opportunities for collaboration.

The group discussed their shared desire for HECCMA to explore shared services with the Counseling Center Directors’ group to address growing campus psychiatric needs. They also wanted their Title IX coordinators to explore the potential for shared opportunities. The CSAO group met on the following dates during the 17-18 academic year: 10/26/2017; 1/12/2018; 6/5/2018.

COUNSELING CENTER DIRECTORS
This committee has convened for many years without the aid of HECCMA staff. The committee met two times during the spring term with the HECCMA executive director.

The purpose of these meetings was to: a) share information regarding campus psychiatric needs with HECCMA, and b) explore solutions to what appears to be a public health crisis—a lack of qualified, accessible and available psychiatrists in the region. The group met on the following dates during the 17-18 academic year: 3/28/2018; 6/6/2018.

TITLE IX COORDINATORS
Six colleges expressed an interest in shared ATIXA Investigator training (an estimated 23 people from 6 schools). ATIXA will send a regional trainer only if 10 colleges participate at a rate of $2500 per college (covering 7 participants per campus). The group hopes to do this in the next year. The group found tremendous benefit from connecting with colleagues to discuss best practices, and met on: 3/6/2018; 5/17/2018.
GOVERNMENT & COMMUNITY RELATIONS

The Government & Community Relations group completed data collection from the prior fiscal year, which prompted the development of an updated infographic about the Economic Impact of Higher Education in our region.

The G&CR group was responsible for assisting the executive director with bringing-in state legislators to meet with the HECCMA Board and their designees throughout the year.

The G&CR group held meetings with continuing City Council members over the summer and early in the fall of 2017, with a goal of sharing the collective impact of higher education on the region. Post-election, the group invited new city councilmen who started in January (Matt Wally & Sean Rose) for meetings as well. Both councilors are proponents of higher education.

With the help of this group, HECCMA held our second-ever “Day on the Hill” in June of 2018 and saw 9 legislators that day. The HECCMA presenters, Worcester State University’s President, Barry Maloney (chair), and Jeanine B. Went (executive director), proudly shared the platform with known partners from Worcester’s business community, as well as student leaders.

The G&CR met on the following dates during the 17-18 academic year:

HECCMA Day on the Hill
June 20, 2018

All messages addressed how the colleges critically contribute to the economic fiber of Central Massachusetts.

MA State House (left to right): Presidents Phil Boroughs (Holy Cross), Mary Lou Retelle (Anna Maria), Senator Harriette Chandler, Presidents Barry Maloney (WSU), Luis Pedraja (QCC) and Exec. Assoc. Dean Joe McManus (Cummings School).
HECCMA Board

The Annual meeting of the HECCMA Board of Directors was held on November 28, 2017 at the Cummings School, hosted by Deborah Kochevar. The year-end board meeting was held on June 7, 2018 as a dinner meeting at Worcester State University to welcome and introduce new board member, Joyce Knoll, and to pass the gavel from outgoing Chair, Barry Maloney to new Chair, Mary Lou Retelle.

Throughout the year, HECCMA Board members and/or their designees participated in breakfast meetings with regional leaders, including breakfasts with: Worcester’s Economic Development Coordinating Council, MA Secretary of Education Jim Peyser, US Congressman Jim McGovern, and MA Secretary of Housing and Economic Development Jay Ash.


Worcester Student Government Association (WSGA)

The WSGA, which is co-advised by Jeanine Belcastro Went of HECCMA, Karen Pelletier of the Worcester Regional Chamber of Commerce, and Jon Weaver of MBI, developed and launched a student survey in the fall term with the assistance of the Worcester Regional Research Bureau. Results demonstrated that the city has an opportunity to better engage college students in activities and businesses. Students indicated that they want to leave campus and explore Worcester, but don’t have knowledge of events happening in the community. Additionally, many don’t have access to transportation, or knowledge of the WRTA. The WSGA shared these data with key stakeholders in the community, including the HECCMA Government & Community Relations group, the City Manager, Ed Augustus, and Mayor Joe Petty. An executive summary of the report is available online at www.worcestersga.org/survey-2017/

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MCPHS University
Quinsigamond Community College
UMass Medical School
Worcester State University
WPI

2017-18