



**Framingham**  
State University

# **Board of Trustees Meeting**

**May 17, 2016**

**Meeting, 6:15 p.m.**

**Alumni Room**

**McCarthy Center**



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## BOARD OF TRUSTEES

BOARD MEETING ■ MAY 17, 2016 6:15 P.M. ■ ALUMNI ROOM, MCCARTHY CENTER

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### AGENDA

- 1.0 **Chair's Report** (10 minutes)
  - 1.1 Welcome Commissioner Carlos Santiago
  - 1.2 **Trustee Action Item: Approval of minutes (March 22, 2016)** ATTACHMENT
- 2.0 **President's Report** (10 minutes)
  - 2.1 Update on AY2015-16 University-wide goals
  - 2.2 Student-in-the-Spotlight
- 3.0 **Student Trustee Report** (5 minutes)
- 4.0 **Academic Affairs** (5 minutes)
  - 4.1 Academic Affairs subcommittee report
- 5.0 **Enrollment and Student Development** (5 minutes)
  - 5.1 Student climate survey ATTACHMENT
- 6.0 **Inclusive Excellence and Community Engagement** (5 minutes)
- 7.0 **General Counsel** (5 minutes)
  - 7.1 Marketing update
- 8.0 **Administration, Finance and Technology** (20 minutes)
  - 8.1 FY2017 FSU All funds budget consideration ATTACHMENT
    - Trustee Action Item: Approval of FY2017 trust fund budgets and fee rates** ATTACHMENT
  - 8.2 **Trustee Action Item: Personnel actions** ATTACHMENT
- 9.0 **New Business** (10 minutes)
  - 9.1 **Trustee Action Item: AY2015-2016 Board officers**
  - 9.2 Board meeting dates AY2016-17
  - 9.3 **Trustee Action Item: Delegation of powers to the President for summer months**
- 10.0 **Public Comment**
- 11.0 **Adjourn Open Meeting**

# 1.0 Chair's Report



BOARD OF TRUSTEES

MINUTES ■ BOARD MEETING ■ MARCH 22, 2016 6:30 P.M.

In Attendance: Trustees’ Nancy Budwig, Sonia Diaz, Kevin Foley, Richard Gregory, Michael Grilli, Brian Herr, Richard Logan, Dana Neshe, Fernando Quezada, Fernando Rodriguez, Robert Richards (Emeritus)

1.0 Chair’s Report

Chair Logan began the meeting at 6:30 pm. He thanked all of the trustees for their work on the subcommittees. He announced that there would be a training on trustees’ roles as responsible employees following the open meeting.

\* \* \*

*On a motion duly made and seconded, it was voted to approve the minutes of the January 26, 2016 Board meeting.*

\* \* \*

2.0 President’s Report:

President Cevallos reported on the following matters:

- Dr. Lorretta Holloway has been hired as the new Vice President for Enrollment and Student Development.
- Commencement Speakers for the May 22, 2016 ceremony are Chris Herren, undergraduate ceremony, and Michael Powers, graduate ceremony. Mr. Herren is a former NBA star and recovering drug addict who speaks to youth about the dangers of drugs and addiction. Mr. Powers is an alumnus and one of the first investors in U-Tube.

\* \* \* \*

*On a motion duly made and seconded, it was unanimously voted to award honorary degrees to Christopher Herren and Michael Powers.*

\* \* \*



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- The Citizen Laureate award will be presented to Chris Walsh, state representative for Framingham, for his efforts in securing funding for the renovation of the 1812 house, which is now the home of the College Planning Center;
- Chief of Staff and General Counsel Rita Colucci and Executive Assistant Katie Restuccia are working with the Whittemore Library to digitize all Board records. They expect the project to be completed during summer 2016;
- Student-in-the-Spotlight Bailey McLernon has been chosen as Framingham State University's representative in the "29 Who Shine" program that recognizes outstanding students in the state university and community college systems. After being introduced by Dr. Shelli Waetzig, Ms. McLernon described her journey as a Framingham State University student studying chemistry.

### 3.0 Inclusive Excellence

Chief Officer of Diversity, Inclusion & Community Engagement Sean Huddleston made the following announcements:

- Trustees are invited to attend the "Women Making History Now" award ceremony on Tuesday, March 29, 2016;
- Chon'tel Washington has been hired as the Director of the Center for Inclusive Excellence. Chon'tel previously worked in Admissions as the University's multi-cultural recruiter;
- Framingham State recently launched its *Brother 2 Brother* program. Two first year students, Kevin Pena and Miguel Arias, and Joseph Bogle, the *Brother 2 Brother* coordinator, spoke about the program and its impact on students' experiences at FSU.



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### 4.0 Student Trustee Report

Trustee Rodriguez invited all trustees to the All University banquet in May. He introduced Patrick O'Connor, Student Government Association Treasurer, who gave a report on the SGA budget:

- SGA budget is comprised of the \$70 student activity fee;
- SGA manages the process for approving use of those funds by student groups and organizations;
- Larger groups, called organizations, are approved for their budget the prior year;
- Smaller student groups request funds on an as-needed basis;
- Requests are made in writing on a standard form and then are vetted by the Treasurer and a committee;
- Groups are rarely denied funding, but their requests must be related to the mission of the group.

### 5.0 Academic Affairs

Provost and Vice President for Academic Affairs' Linda Vaden-Goad reported on the following:

- University is preparing to launch its "World of Work" program, with more detail to follow at a subsequent meeting;
- The University signed an MOU with a University in Costa Rica;
- Framingham State was selected as one of 44 universities to take part in a new project sponsored by the American Association of State Colleges and Universities called "Re-Imagining the First Year" aimed at ensuring success for all students, particularly those low income, first generation, and students of color who have historically been underserved by higher education;
- The University hosted a week-long teach-in focused on the Black Lives Matter movement. The teach-in crossed academic disciplines with 90 professors participating, 145 courses involved, 200 class meetings, and culminated in a town hall style meeting attended by over 300 students, faculty and staff;



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- Cindy Glickman, Director, Institutional Processes and Efficiencies, presented on the work that her office does in streamlining business processes.

Trustee Budwig gave a brief report on the Academic Affairs subcommittee meeting held a week prior. She noted that the University has only three (3) departments that are not in compliance with the 15% rule, and also commented that the quality of programs and passion for students exhibited by faculty and staff on campus is overwhelming.

### 6.0 Enrollment and Student Development

Vice President for Enrollment and Student Development Lorretta Holloway gave the following update:

- Student billing is currently being revamped and will be streamlined in time for fall registration;
- Applications numbers have increased as compared to last year because of the use of the Common Application; deposits are down by 20 from last year; transfer applications are also down, but this is a trend that all of the state universities are facing;
- Admissions is working more closely with Academic Affairs, with faculty making phone calls to accepted students;
- The University has received 6028 applications; 3143 students were accepted, resulting in a 52.14% acceptance rate. Chair Logan asked about the effect of lower enrollment on the budget; Dr. Hamel responded that every \$100,000 of lost revenues results in a \$25 student fee increase. Chair Logan asked that enrollment numbers be included in President Cevallos' bi-weekly updates.
- The monies granted to the University to help students in need were used, in part, to purchase laptops, one of which was used by a student who would have otherwise had to drop a class.

### 7.0 Administration, Finance and Technology



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Executive Vice President Dale Hamel asked the Board to consider a motion to approve the creation of a trust fund for the Warren Center. The closing on the Warren Center is scheduled for April 13, 2016.

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*On a motion duly made and seconded, it was unanimously voted  
to establish a trust fund for the Warren Conference Center and Inn.*

\* \* \*

Executive Vice President Hamel presented the draft FY17 budget to the Board, making the following points:

- Framingham State is the least expensive school of the Massachusetts comprehensive state colleges in terms of tuition and fees; and below the segment average for overall costs;
- Proposed fee increases are based on assumptions about enrollment and state appropriations; current assumptions, if unchanged, will result in a recommendation for a \$380 per student fee increase;
- House budget will come out in early April and is usually determinative of the floor of state funding;
- Debt service has remained below the board-designated 5% ceiling;
- Enrollment numbers has little effect on the amount of state appropriations the University receives (impacts performance funding allocations to some extent);
- To address funding shortfalls, the University engages in a cost-cutting exercise every year; sometimes capital projects are put off or positions slated for hire are canceled; the FSU Budget and Planning Committee made recommendations in January that were considered by Executive Staff in the identification of \$450K in expenditure reductions from prior projected spending;
- Efficiencies in the system are explored by the Partnership for Collaboration and Efficiencies (a state university and community college collaboration), known as PACE; PACE put out an request for proposals for auditors; the firm Framingham State currently uses earned an "A" rating. The Board will need to decide whether to stay with our current auditors or move to a new auditing firm.



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- There has been a decrease in monies spent on part-time faculty.

Executive Vice President Dale Hamel asked for a motion to approve the personnel actions list:

\* \* \* \*

*On a motion duly made and seconded, it was unanimously voted to accept the personnel actions list.*

\* \* \* \*

8.0 New Business

Trustee Gregory gave the report for the Governance Committee, which met in March:

- Governance Committee recommends a change to the language in the Board’s by-laws which would increase the number of possible trustee emeritus positions from two (2) to three (3) and would allow an individual to be appointed trustee emeritus after serving only one (1) term.

\* \* \* \*

*On a motion duly made and seconded, it was unanimously voted to change the language in Section 7 of the By-Laws to increase the number of possible trustee emeritus positions from two (2) to three (3) and to allow an individual to be appointed trustee emeritus after serving only one (1) full term as trustee.*

\* \* \* \*

- Governance Committee recommends that Joseph Burchill and Robert Richards be appointed Trustee Emeritus.



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*On a motion duly made and seconded, it was unanimously voted to appoint Joseph Burchill and Robert Richards as Trustee Emeritus.*

\* \* \* \*

- Governance Committee recommends changing the weekday of the Board meetings for academic year 2016-2017 from Tuesdays to Wednesday. A proposed schedule of meetings is in the packet.
- Governance Committee nominates Richard Logan and Kevin Foley for the Chair and Vice –Chair positions for academic year 2016-2017, respectively. A vote on the matter will be taken during the May meeting.

**9.0 Public Comment**

Deb Cleveland, Director of the Independent Association of Framingham State Alumni reported that requests for financial aid from her organization have increased by 40%. She complimented the faculty for doing a great job getting the word out to students about their options, and for writing letters of recommendation for students.

**10.0 Adjourn Public Meeting**

Chair Logan asked for a motion to adjourn the meeting.

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*On a motion duly made and seconded, it was unanimously voted to adjourn the open meeting.*

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The meeting adjourned at 8:19pm.



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Respectfully Submitted,

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Richard C. Logan  
Chair  
Framingham State University, Board of Trustees

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Dr. F. Javier Cevallos  
President  
Framingham State University

DRAFT

## 2.0 President's Report

# Sabrina Riley

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sriley7@student.framingham.edu • 774-270-3674

## Education

University of Massachusetts, Lowell, MA  
**Bachelor of Science, Biology**; May, 2015  
Summa Cum Laude

Framingham State University, Framingham, MA  
**Initial Teaching Licensure in Secondary Biology**, anticipated May 2016

## Experience

### **Marlborough High School**

*Student Teacher* *January 2016-Present*

- Prepare and execute lessons for 10<sup>th</sup> grade Biology students
- Review and grade student assignments
- Work with students individually to ensure success
- Attend and participate in faculty discussions and meetings

### **Ashland High School**

*Teacher Training* *September 2015-December 2015*

- Prepare presentations on Biological Science topics for a general audience
- Teach lessons to various levels of High School Biology students
- Oversee laboratory lessons and activities

### **U.S. Army Natick Soldier RD&E Center**

*Summers 2013, 2014, and 2015*

*Summer contractor for the Biological Sciences group*

- Designed and carried out original research based on past findings
- Use Scanning Electron Microscope on a regular basis
- Imaged peptide aggregates and Kevlar yarns with metal oxide coatings
- Carried out antibacterial testing on textile materials
- Collaborated with researchers from universities and government research facilities
- Prepared research papers for reference for future employees
- Gained experience in the use of a Dynamic Light Scattering machine

### **Ben and Jerry's Natick**

*Catering Manager* *May 2015- Present*

- Organize and plan events for all of Eastern Massachusetts
- Represent Natick, Braintree, and Harvard Square shops
- Work with clients on planning full service catering events
- Manage and oversee employees on events

*Shift Leader* *March 2012- Present*

- Handle sales reconciliation and customer complaints
- Train new employees



**COMPREHENSIVE CAMPAIGN UPDATE**  
*As of May 6, 2016*

<b>Campaign Goal:</b>	\$12,000,000	
<b>Campaign Raised to Date Total:</b>	<b>\$9,876,873</b>	82% to goal 69% time elapsed
<b>Balance to be Raised:</b>	\$2,123,127	

FY16 Goals:			
<u>Area</u>	<u>FY16 Goal</u>	<u>Total Raised (Cash &amp; Pledges)</u>	<u>Cash Received</u>
Annual Giving	\$600,000	\$618,880	\$497,554
Building Endowment	\$150,000	\$88,349	\$105,379
University Facilities & Equipment	\$100,000	\$18,380	\$20,810
Faculty and Academic Programs	\$650,000	\$1,469,392	\$1,399,447
<i>Totals:</i>	\$1,500,000	<b>\$2,195,002</b>	\$2,048,401

Gift Chart - Progress Toward Goals			
<u>Gift Level</u>	<u># Gifts Needed</u>	<u>Gifts Received</u>	<u>Balance</u>
\$1,000,000	1	0	1
\$500,000	3	4	0
\$250,000	6	8	0
\$100,000	14	5	9
\$50,000	25	11	14
\$25,000	40	28	12
\$10,000	100	58	41

## 4.0 Academic Affairs



# Framingham

## State University

Board of Trustees  
Academic Affairs  
Framingham State University

Tuesday, May 17, 2016

1. Brief Comments – Linda Vaden-Goad, Provost
2. Academic Affairs Subcommittee Report – Dr. Nancy Budwig, Chair

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*Meeting Agenda of the Academic Affairs Committee, Board of Trustees  
Dr. Nancy Budwig, Chair  
Thursday, May 12, 2016  
8:00-9:30 a.m.  
PCR2*

### *Agenda*

1. *Approval of Minutes (3 minutes): all*
2. *Focus – The Productive Synergy Between Centers and Academic Departments: One Example (John Stalker Institute (JSI) and the Department of Food & Nutrition)—Margaret Carroll (Dean), Karen McGrail (Director), Maureen Gonsalves (Faculty Coordinator), Janet Schwartz (Department Chair)*
3. *Budget Update*
4. *End-Year Update Report (Update & Goals): All*
5. *Preview of Upcoming Academic Affairs Strategic Planning Retreat (May 20, 2016): LVG*

### *Academic Affairs Committee Charter, Board of Trustees*

*The Academic Affairs committee is chartered with the responsibility of assuring the quality of the educational experience and the fit between the university's mission and the academic programs offered. The committee's oversight involves reviewing policies and practices related to teaching, learning and evaluation; faculty development, training and evaluation; assessment of student learning, outcomes and related responses, accreditation at the program and institutional level, new or expanded programs, and results related to retention, graduation and the total educational experience. The committee is charged with examining the adequacy of financial resources allocated to support a high-quality educational experience and monitoring regularly the connections between academic programs and financial sustainability.*



**Strategic Priorities:** Immediately below are the six strategic priorities that frame the 5-Year Academic Strategic Plan (2012-2017). These priorities form the foundation of each of our goals during all five years of the plan. We now have completed Year 4. As planned, we activated the annual budget cycle for this fifth year to link the approved initiatives with appropriate funding support. We also have made good progress in hitting our Strategic Priorities' targets. At this point in time (May 2016), we do not have our final progress reports. However, at the midyear, we had met 76% of our targets (25 of 33: # targets met of all possible). We will focus on those unmet targets in the remaining time (1 year). We also will continue to focus on these priorities (below) and the initiatives that were funded this upcoming year which are to strengthen our overall strategic outcomes.

- 1) Develop and retain quality faculty and staff (5 of 7)
- 2) Strengthen new student preparation, induction and early academic success (3 of 6)
- 3) Pursue excellence and engagement in the academic experience (7 of 7)
- 4) Prepare students for global citizenship and competitiveness (4 of 4)
- 5) Strengthen and expand STEM programs and student success in STEM areas (4 of 5)
- 6) Respond to labor market trends in academic program and center development (2 of 4)

**University Priority Goals:** In addition to the above strategic priorities in Academic Affairs, we will add focus to the following three University Priority Goals:

- I. Recruitment
- II. Retention
- III. Responsiveness

### Recruitment (Students, Faculty and Staff)

- **Focus Inclusive Excellence Efforts:** Focus our efforts with regard to inclusive excellence on hiring faculty and staff, recruiting students (examine each department) and impacting our student success data -- Use our successes for Marketing/Recruitment.
  1. Recruitment: Set aspirational recruitment goals in each area for students, faculty and staff.
    - **Honors:** Progress In Student Vision Goals
      - Goals have been set with regard to increasing underrepresented groups to fit the counties we serve (raise males to 50%, now 21%); Latino/Hispanic to 11% (now, 4.6%); and African-American to 8% (now, 1.1%).
      - 30 students of color have been identified from our first-year cohort of current students. We would like to offer merit scholarships to them (\$2,000 per year or \$6,000 \* 30 for 3 years = \$180,000, or \$56,000 for next year). All of these students had GPAs of 3.5 or above.
        - With this plan, we would make solid progress toward our goals.
          - Males: needed to add 15 – this plan would add 19 (+4 above target)
          - Latino/Hispanic: needed to add 6 – this plan would add 5 (-1 to target)
          - African American: needed to add 6 – this plan would add 5 (-4 to target)
    - **Recruiting by College:** Establishing goals by college will be our next step.
  2. Recruitment: the Diverse Scholars Program (formerly, the Inclusive Concurrent Enrollment program)
    - **Update:** Program is funded, director is on board, and we recruited our first group of diverse scholars this year (2 students); we held a lively information session this spring 2016 with interested school counselors, and are in the process of recruiting and selecting the next cohort of students. We were able to host two students this spring, earlier than we had expected. It was a total success.
  3. Recruitment/Marketing: Continue to offer Faculty Diversity Institute (Widening the Circle) to make curriculum more representative of the student body (impacts student and faculty recruitment when our curriculum is more representative).
    - **#BlackLivesMatter Teach-In.** A highly successful teach-in was held this year to inspire better understanding across the disciplines for #BlackLivesMatter. During the week of February 22-26, faculty were invited to link their course content with the #BlackLivesMatter movement. At the conclusion, a town hall meeting was held on Wednesday, March 2, 4:30-6pm in DPAC
      - **Outcomes:** 90 professors from 33 fields of study enrolled with more than 145 courses, including online and graduate courses, 200 class meetings, 300 at the Town Hall meeting, over 2000 students reached. This was a faculty-run initiative.
- **Expand Discipline-Based Accreditation:** Successfully attain accreditation for the University and select programs (regionally and in the disciplines seeking accreditation/reaccreditation), promoting higher quality programs with strong assessment components. Use our accreditation successes for Marketing/Recruitment.
  1. Accreditations/Reaccreditations Successfully Completed: 8 total (6 national; 2 regional)

- National--6
      - NASAD: NEW: National Association of Schools of Art and Design (Art & Music, Comm Arts, Fashion)
      - NCATE: NEW: National Council for Accreditation of Teacher Education
      - CCNE: Reaccreditation: Commission on Collegiate Nursing Education
      - ADA: Reaccreditation: American Dietetic Association's Council for Education in Nutrition and Dietetics
      - ACS: Reaccreditation: American Chemical Society
      - NAEYC: Reaccreditation: National Association for the Education of Young Children (Fall 2015)
    - Regional--2
      - NEASC: Reaffirmation: New England Association for Schools and Colleges
      - Commonwealth Honors Program: Reaccreditation in 2017/2018
  - 2. New Accreditations In Progress: 3 national -- update
    - IACBE: NEW, date of visit fall 2016: International Assembly for Collegiate Business Education; Self-Study to be Submitted
    - ABET: NEW, date TBD, Accreditation Board for Engineering and Technology
    - ASBMB: NEW, 2016-17, American Society of Biochemistry and Molecular Biology, in plan for new stand-alone Biochemistry major. Self-study to be submitted in Fall 2016.
- **Increase Student/Faculty Collaboration in Research and Creative Activity:** Increase student/faculty collaboration in research and creative activity, and create new dashboard indicators using Digital Measures. Use our student/faculty collaboration successes to highlight in marketing and recruitment.
  1. **Digital Measures:** we now have Digital Measures and are preparing to roll it out to faculty Fall 2016. It will create the datasets that will allow us to have dashboard indicators for this particular indicator of success (Student/Faculty Collaboration).
  2. **Current Outcomes for Student/Faculty Collaboration:**
    - **Undergraduate Research Conference.** Every April, the Commonwealth Honors College at the University of Massachusetts: Amherst hosts the Annual Undergraduate Research Conference. This year, the state university presidents assisted in covering some of the costs of this event. April 24, 2015 marked the 21<sup>st</sup> installment of this conference, during which 153 students from Framingham State University attended. Participation was up from last year by 33 students (April 25, 2014 had 120 students). This year, on April 22, 2016, 165 undergraduate students presented (up by 12 students).
    - **CELTSS 5<sup>th</sup> Annual Poster and Presentation Day, May 6, 2016**
      - 2016: 230 participants (130 groups) – both undergraduates and graduate students
- **Strengthen the Curriculum:**
  1. **Transform healthy concentrations to majors:** these kinds of majors attract potential students.
    - **Concentrations to Majors (examples):**
      - **Geography: Environmental Studies and Sustainability.** Geography converted two concentrations, (1) Environmental Studies and (2) Urban & Regional Planning to new major: Environmental Studies and Sustainability. It has successfully passed through the University Curriculum Committee, and it will begin accepting majors in September 2016.
      - **Chemistry: Biochemistry.** The Chemistry Department converted the Biochemistry Concentration into a new major in Biochemistry.
  2. **Add new minors to attract students and respond to labor market.**
    - **Create New Minors (examples):**
      - **Geography: Geographic Information Systems Minor.** Geography now has sufficient GIS courses to offer a minor, which will begin accepting students in fall 2016.
      - **Science Communication Minor.** In progress of approval.
      - **Computer Science: Minor in Enterprise Systems.** This minor addresses the need for more mainframe workers in the IT industry, since many are retiring. Students learn the technical skills for working with mainframes.
- **Augment International Education Initiatives and Opportunities:** Utilize Strengths for Recruitment/Marketing
  1. **Marketing/Recruitment:**
    - **Faculty Led Study Trips from a Partner School:** UDLA, our new partner in Ecuador, is bringing a class of students in Communication Arts to take a class this summer in Music Video Production. During Spring break 2017, FSU faculty will lead a study trip to UDLA and student recruiting has already begun.
    - **New Study Abroad/Teach Abroad** program being developed with UDLA for a FSU faculty member to take a group of students for the semester to UDLA. 1st launch expected Fall 2016, with opportunities to be developed at other partner universities also.
    - **Incoming Exchange Students from Partner Schools:** Regular enrollments from partner schools and membership in ISEP organization
    - **Incoming/Outgoing Visiting International Scholar:** Faculty member from Ulster University will spend fall semester on FSU's campus. Brian Bishop completed spring semester at Ulster University as a visiting faculty member.
  2. **Marketing/Recruitment:** Continue to increase the number of international experiences/study abroad to exceed 200; market our increases to potential new students. Increase of 1,261% in number of students having an international experience since 2003. 13 students had an international experience in 2003, and this year's total (2015-16) was 177.
  3. **Recruitment:** a multi-year plan was developed to increase international enrollment, not implemented due to budget.
  4. **Recruitment:** Expand full time graduate opportunities to recruit international students.
- **Academic Affairs' Enhanced Role in Recruitment:**

1. Chairs, Deans, Honors Program Director: Sent recruitment letters to accepted students this academic year with the assistance of Admissions and Enrollment Management. Letters were sent out to individual accepted students in three waves, with follow-up letters to students who were accepted but did not attend accepted students receptions.

<b>Retention (create a fresh approach to the cohort)</b>
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- **Re-Imagining the First Year:** a new 3-year *university-wide project* under the auspices of the *American Association of State Colleges and Universities* (AASCU). We were selected as one of 44 public universities in the U.S., and we are in the process of submitting our final plan (currently, a monthly commitment of 4 standing committees and one steering committee). The overarching goal is to assist first-year students in making solid academic progress such that they succeed in graduating. A larger goal of the association is to create
  1. Our Motto: *It's On All Of Us* – reflecting our joint commitment to be fully engaged ourselves in the first-year students' success
- **Increase Retention and Graduation Rates:** Initiate New Software and New Collaborative University Processes; set annual cohort and transfer targets for retention and graduation rates, keeping in mind underrepresented groups; add service learning/civic engagement to those factors measured in Digital Measures. Identify the students in the cohort.
  1. **New Software Update:**
    - **Digital Measures:** We will be working with faculty during the summer and fall 2016 semesters to assist them in maintaining information which will be used for creating dashboard indicators for student/faculty collaboration and personnel portfolios for actions such as post-tenure review, promotions, and more uniform CVs.
    - **Starfish** (retention and student success software): The agreement with SHI and Hobsons was signed on March 1, 2016. The implementation process is underway with an expected phase 1 Go-Live for Fall 2016. Phase 1 to include online appointment scheduling; early alert and midterm progress reports and workflows; kudos; and functionality to allow faculty to identify concern for an individual student and automated workflows to address those concerns. The implementation process includes business process reviews and, where appropriate, redesigns.
  2. **Cohort Targets**
    - **Underrepresented Group Targets**
      - **Overall:** The university plans for zero-growth in students over the upcoming FY17 year, however, we will utilize the Vision Project census goals from the counties we serve (11% Hispanic, 8% African-American; 50% males) as targets. Our new programs in “redesigning the first year program” and the collaboration with Bridgewater State will improve our targets and numbers.
      - **Honors:** Our plan for improvement in the Honors Program with regard to underrepresented groups already has been described.
  3. **Transfer Targets**
    - **Underrepresented Group Targets**
      - Our new MOUs with MassBay and in the state using MassTransfer and the “Commonwealth Commitment” should improve our transfers in underrepresented groups.
- **Strengthen the Curriculum:** Focus (by college or division) on strengthening the curriculum to increase retention and student success by taking clear actions regarding the following:
  1. **Streamline majors:** review requirements and find room in the curriculum for minors and exploration across the curriculum by using strategies that group courses into “choose groups” or “special topics” courses at several levels (allowing for more flexibility and better fits with changing needs and interests in the scholarly areas of study.
    - **Social & Behavioral Sciences: progress**
      - **Business:** Business has begun the process of looking at the number of requirements for the major; currently in the early phases.
      - **Geography:** Geography is doing a curricular redesign.
    - **STEM: progress**
      - **Mathematics:** The Math Department reviewed its curriculum and made significant changes to the major to facilitate progress through the program. They also redesigned general education courses to link them with curricula in other majors.
  2. **Annually Review and Utilize Data:** Use data from Institutional Research to inform curricular decision making.
    - **Regular Datasets we Utilize:** We receive them in the fall semester and use them in the spring
      - Department Indicators
      - Undergraduate Headcount by College/Program/Concentration (5-year and 1-year growth)
      - First-Time full-Time Undergraduate Students/Graduation Rates by Major at Admittance
      - Undergraduate Declared Minors
    - **Data Days:** We will begin hosting our first “Data Day” in Spring 2017 as part of the RFY Project: We want to reveal the student progress and success data to the full university community (retention, graduation rates, and student academic progress)
- **Focus Inclusive Excellence Efforts:** Focus our efforts with regard to inclusive excellence on hiring faculty and staff, recruiting students (examine each department) and impacting our student success data (retention and graduation rate of our cohort).
  1. Set aspirational retention and graduation rate goals in each area for the upcoming years for students
    - We are preparing the dataset for this analysis so that it fits the *Leading for Change* dataset needs and our needs here on campus.

2. Set aspirational retention goals for faculty from underrepresented groups
    - We are reviewing the data on faculty retention; after the full review, we will be in a better position to set retention goals.
  3. Continue to offer Faculty Diversity Institute to make curriculum more representative of the student body and more inviting to faculty
    - Added the #BlackLivesMatter Teach-In for Spring 2016
  4. Submit grants to support retention of STEM majors from under-represented groups. These include NSF S-STEM (due 5/16/16), NSF Noyce (pre-proposal submitted to DHE) and HHMI (FSU one of 91 institutions selected to submit a full proposal).
- **Establish an Equitable Base Budget System for Academic Departments:** We evaluated our current departmental budget allocation system and adjusted the parameters such that the system now is based on appropriate data (# majors, faculty FTE, student class FTE + base + \$400 per full-time faculty member). This creates a more equitable support for students in all areas, thereby influencing retention and graduation rates.
  - **Complete our Academic Continuity Plan:** Complete our academic “continuity of operations plan,” and focus also on the “snow day” problems experienced in Spring 2015. For particular emergencies that prevent use of our own facilities, form mutual aid agreements with the community. This will improve student success and improve retention and graduation rates.
  - **Increase Student/Faculty Collaboration in Research and Creative Activity:** Please see student increases in the UMass Undergraduate Research Day, and the 5<sup>th</sup> Annual Student Poster and Presentation Day data. Our goal is to annually increase student/faculty collaboration in research and creative activity, and create new dashboard indicators using Digital Measures. These experiences will engage the students to a greater extent and improve student retention, graduation rates, and later successes (graduate education opportunities). Digital Measures will come on-board in Fall 2016.

<b>Responsiveness</b>
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- **Prepare our Students for the World of Work:**
  1. Establish the World of Work program at FSU during the upcoming year, first solidifying the MOU with Liverpool John Moores University, and then laying the groundwork with our industry partners, faculty and staff. We have created a budget and project description and shared it with the Department of Higher Education (a funding request). One of the Workforce Development directors joined us for the 3 day workshop with Terry Dray, Liverpool John Moores University, along with deans and several top industry advisors.
  2. Strengthen Summer Programs: Fit the strengths of our region and faculty to the needs of our constituencies to develop summer programs for undergraduate students, graduate students, international partners, K-12 students and our greater community. Link to the World of Work certificate programs or pre-programs where possible.
    - Dual Enrollment Courses: High school students who are completing their sophomore or junior year with a minimum GPA of 2.5 have been invited to enroll in the summer course, *PHIL 101 Invitation to Philosophy*. Funded through our Dual Enrollment Grant, this course teaches students important critical thinking skills as they engage in discussion about different philosophical perspectives. High school students may select other courses for dual enrollment this summer as well.
    - The Art of Music Video Production: This new summer course is offered in collaboration with the Universidad de Las Americas in Ecuador. The professor and approximately ten students from the Universidad will live on the FSU campus and engage with our summer students. Students in the course will have the opportunity to work together in planning, shooting and producing a digital musical video.
    - Our new Professional Science Master’s Degree is offering *BIOT 930 Biotechnology Lab Techniques* for the first time this summer. This course explores techniques commonly used in the biotechnology industry.
    - A special one week immersion course in Chinese will be offered to our faculty members who will be teaching in China this summer. If space permits, other faculty and staff will also be welcome to join.
    - Our English Language Programs has expanded its course offerings this summer to meet the needs of non-native English speaking members of the MetroWest community.
  3. Articulate academic majors with graduate and professional programs or career pathways:
    - The College of Education has worked with the other colleges and departments and with Graduate Programs to create a new post-baccalaureate initial license that leads to an initial license and a master’s and professional license. This is an important change that will increase enrollment for career changers, in particular.
- **Review administrative support** for departments to ensure equitable workload distribution and support for departments. Make changes where necessary.
  - A full study was done of our administrative support across all academic departments, and changes were made that have created greater “support equity” across the departments and greater effectiveness in terms of support and understanding of needs. A new review will be necessary as faculty move to O’Connor. Very few title changes were required to make the changes.
- **Facilitate Child Care Center Transformation:** Ease the on-campus move from the YMCA’s management of an on-campus center to the university’s control and management. This new structure improves our responsiveness to the needs in the community.
  - This is complete!
- **Maintain and Strengthen Community Partnerships:** Work with K-12 school districts, social service agencies, community colleges, local and state agencies, and non-profits to provide services to the community and experiential learning opportunities to our students. Improve responsiveness. Some examples:
  1. **University-Wide Collaboration.** We have worked to establish a visiting day for six Chinese students visiting Framingham High School. These students are looking for colleges in the U.S. We will host them for a full day including a tour, lunch and an information session at the College Planning Center. Academic Affairs, Department of World Languages, International Education, College of Arts & Humanities, College of Education, Admissions, and the College Planning Center are involved in this community initiative that will take place on Monday, May 16, 2016.
  2. **College of STEM:**

- Food Science Advisory Board. This board has been working to advise faculty members on industry needs and has met with students to discuss opportunities in the food science industry.
  - Computer Science Advisory Board. This board has provided curriculum advice, updates on current technologies, and internship opportunities for computer science students
  - Professional Science Masters Advisory Board. This board provided advice during the development of the program and continues to offer advice on curriculum and recommendations for instructors.
3. **College of Education:**
- Education Advisory Board: Our advisory board, which is a committee of both College of Education faculty/staff and faculty/administrators from local school districts such as Ashland, Framingham, Natick, and others, is working together to pilot an instrument that will better enable FSU faculty supervising those students doing field service, as well as K-12 faculty to evaluate our student candidates' dispositions in the classroom. This is a requirement of the new CAEP accreditation but also an opportunity. Working in close partnership, we in K-12 education and higher education are able to meet one another's professional needs at the same time as we improve the skills of our teacher candidates.
4. **College of Arts & Humanities:**
- **ASL/English Interpreting BA-Completion Program Advisory Board**  
ASL/English Interpreting BA-Completion Program Advisory Board met in December to discuss and provide counsel on the program's efforts to align its policies with the Standards of the Commission on Collegiate Interpreter Education (with a view to future program accreditation).
  - **Fashion Design and Retailing Advisory Board**  
ASL/English Interpreting BA-Completion Program Advisory Board met in December to discuss and provide counsel on the program's efforts to align its policies with the Standards of the Commission on Collegiate Interpreter Education (with a view to future program accreditation).
5. **College of Social and Behavioral Sciences:**
- **Department of Business Advisory Board**  
The Department of Business Advisory Board has been working with the department to develop initiatives to encourage more student participation in internships by majors in the department.
  - **Pelham Apartments Advisory Board**  
The Dean of Social and Behavioral Sciences has joined the Pelham Apartments Advisory Board. Pelham Apartments is an affordable housing development in Framingham that houses 500 families with over 1,000 children. While we currently have a successful collaboration with the Pelham Pals program, the dean will work with the board and the resident services coordinator at Pelham to expand our collaboration.

## Academic Affairs: End of Year Report, July 2016, Year 4 of 5 – Year Strategic Plan – Selected Examples

### 1. Develop and retain quality faculty and staff

#### a. Develop recruiting strategies to attract top faculty candidates

- **DONE.** Increasing Diversity Among Faculty in the College of Education. The College of Education has hired new diversity hire whose position is being converted to that of a FTTT faculty member.
- **IN PROGRESS.** Mary Miles Bibb Fellowship. Academic Affairs launched the Mary Miles Bibb Teaching Fellowship program, designed to attract top quality faculty candidates. The Bibb fellows will be early career faculty members, hired for up to two years as temporary full-time faculty, who have exhibited sustained and passionate commitments to diversity and inclusion in teaching, scholarship, and/or service. The search for the first Bibb fellow is currently underway (interviews of final candidates have been held).
- **ONGOING.** Successful Diversity Hiring. We regularly support departments to send search committee representatives to professional conferences to recruit diverse and highly qualified faculty. Many departments are participating in this new practice, and it is working well. As of spring 2016, we have progressed from our baseline of 8.1% overall to 17.9% for TT faculty (our 2017 target was lower at 10%).

#### b. Orient and mentor early-career faculty

- **IN PROGRESS.** College of Education Begins Research Brown Bag Lunches. The College of Education will begin monthly brownbag research presentations in education, beginning fall 2016.
- **DONE.** Continuing Education English Language Program developed a new Teacher Mentoring of TOEFL Preparation Teachers to provide consistency throughout the programs and improve desirable outcomes.

#### c. Support CELTSS and other faculty and staff development resources

- **DONE.** CELTSS Events Supporting Faculty Excellence in Teaching, Learning, Scholarship, and Service. Events included January Day: Perspectives on Teaching & Advising, the Lyceum Lecture by Dr. Evelyn Perry, and Student Poster & Presentation Day.
- **DONE.** CELTSS Workshops for Teaching First-Year Students. Ten faculty participated in a Teaching First-Year Students workshop, co-facilitated by Elaine Beilin & Ben Trapanick, Director of First-Year Programs.
- **DONE.** CELTSS Funding for Faculty Work. In AY 2015-16, VP Vaden-Goad approved 78 recommendations for CELTSS funding for innovation in teaching, research stipends, travel to present research, and travel for professional development.
- **IN PROGRESS.** CELTSS Day in May. CELTSS Day in May will celebrate faculty teaching, scholarship, and creativity, with a keynote presentation, “Beyond Diversity: Transforming the University Classroom for Racial Justice,” by Dr. Tara L. Parker, UMass Boston. The day will conclude with CELTSS annual “All About Personnel Actions” workshop. The second annual CELTSS Faculty Writing Retreat will be held in June.
- **DONE.** CELTSS Funded the First “Advising is Mentoring” faculty workshop. 28 faculty attended the workshop offered by Dr. Gregory and the Academic Advising Advisory Group. CELTSS funded two Book Circles on *Academic Advising Approaches: Strategies that Teach Students to Make the Most of College.*
- **DONE.** CELTSS Teaching Pairs. In this program, twelve faculty visited each other’s classrooms and discussed pedagogy and improving students’ learning.
- **ONGOING.** Project NeXT. Dr. May Chaar of the Math Department has applied to participate in Project NeXT. This is a program of the Mathematical Society of America aimed at providing mentoring to early career faculty.
- **ONGOING.** Project Kaleidoscope. We have partnered with our sister institutions to form a Massachusetts Chapter of PKal. The inaugural meeting was held at FSU in October. The next meeting will be at Westfield State in June.
- **DONE.** Certificate in Program Assessment. Ten faculty from undergraduate and graduate programs completed a 5 workshop series in Spring 2016 focused on developing an assessment Plan. The program was sponsored by CELTSS and the Office of Assessment
- **Done.** Three Graduate Programs Completed the Assessment Certificates. The MBA, MHA and the MHR coordinators completed the 5 workshops series and development a comprehensive assessment plan to be executed starting Fall 2016.

#### d. Provide the tools and equipment to support faculty work

- **IN PROGRESS.** Art Studio Space for Seniors. A new space has been tentatively identified for migration of the Ceramics and Sculpture studio classrooms to an off-campus (but near-campus) location; we await information regarding progress. This move would open up space in May Hall for senior art studios.
- **IN PROGRESS.** LifeSize Equipped Classroom Space for Multi-institutional Learning. Hemenway Hall 107 has been designated as a classroom space for an upgrade to include the LifeSize system, which will allow classes to be taught simultaneously at FSU and other institutions. In the Fall, a Chinese language class will be the pilot for the use of this technology. Fitchburg State has agreed to participate as our partner institution.
- **ONGOING.** Digital Repository. Implement and maintain the University’s Digital Repository. The repository team has set up Selected Works pages for faculty, some archival images, campus wide highlights, the NEASC self-study, and the Gatepost. Other projects are in the pipeline and are related to digitizing the McAuliffe Collection and other Archival materials, creating an events community, CELTSS programs, and image collections for Fashion and Communication Arts faculty.
- **ONGOING.** Office Space Additions. We are in the final planning stages to move Departments of Education, Political Science, Psychology and Philosophy, Sociology, and World Languages to O’Connor Hall for fall 2016. All FT faculty in those departments will have single offices as a result. We will also have additional classroom space.
- **ONGOING.** Collaborative Response Group. A subcommittee of the Collaborative Response Group (CRG), a cross-divisional group tasked with the development of a team approach to assess and manage challenging student behaviors, has formed a new Student Assessment Team (SAT). The SAT will be convened in the fall and will be made up of faculty and staff from a number of divisions on campus. The SAT will develop protocol for reporting and handling challenging student behaviors. Another subcommittee of CRG will launch a survey to measure the frequency of challenging student behaviors in the classroom as well as faculty responses to those behaviors in the fall.
- **ONGOING.** Increased Office Space for Faculty. Faculty in Education, Political Science, Psychology and Philosophy, Sociology, and World Languages will move to O’Connor Hall office space in fall 2016 when West Hall opens as a residence hall. This move will allow all full-time faculty in most departments to have single offices. We will also be able to house part-time faculty with their departments as well.
- **ONGOING.** New GIS Lab. A new GIS lab will open.

- **ONGOING. New Equipment Purchases.** The biology and chemistry departments have purchased approximately \$500,000 of equipment with the equipment allocation from the new building funds. Nursing and Computer Science are in the process of using their building funds.
  - **ONGOING. Davis Educational Foundation grant.** The Office of Assessment successfully completed the second year of a faculty development program focused on assignment design in critical thinking and written communication. 68 faculty from FSU and MBCC successfully completed the program. Data analysis is underway and three teams of faculty have submitted conference proposals to two national conferences.
- e. Strengthen academic community**
- **DONE. Master Contact List for Graduate Studies Faculty.** In response to faculty's request to have a consolidated list of helpful staff contacts, Graduate Studies compiled and distributed a master contact list to all Graduate Studies faculty members.
  - **DONE. Annual Town Hall Meeting for Graduate Studies.** This year's Town Hall Meeting was held on October 19, 2015 and provided opportunities for graduate faculty and staff to engage in an open forum focused on understanding the function of various administration offices which offer services to graduate students and faculty.
  - **DONE. Graduate Handbook Revised.** Graduate Faculty Handbook was revised and redistributed for the new academic year. Links within document to previous website were updated to now reflect new website.
  - **IN PROGRESS. Graduate Studies Retreat.** Graduate coordinators and advisors as well as staff will participate in the annual retreat on May 16, 2016 to discuss the status of the various graduate program and strengthen the partnership with the different university's divisions.
  - **IN PROGRESS. The College of Education's Retreat.** The College of Education will participate in a retreat on May 17th to discuss: forging common goals; creating partnerships with K-12 schools, and their communities; college initiatives and outcomes; and College growth trajectory.
  - **ONGOING: Allocation of indirect cost revenue.** The Office of Grants & Sponsored Programs and the Executive Staff finalized the percentage allocation policy for indirect cost revenue to departments and offices at FSU from grant awards. The Fiscal Affairs office is implementing allocations.
  - **ONGOING. Formalizing a time & effort policy.** The Office of Grants & Sponsored Programs is collaborating with selected faculty and administrators to establish a time & effort policy for the university. This policy will document annual time commitment by faculty and staff to federal and state grant programs.
  - **ONGOING. Graduate faculty meetings (degree specific).** Beginning with the M.H.A. M.P.A, MBA and core courses of the M.Ed. programs, Graduate Coordinators have started to have faculty meetings with all those (full-time and adjunct) who teach for that degree program. The purpose of these meetings are to share ideas and discuss the current state of the program and strategies for future growth.
  - **ONGOING. Graduate Program Coordinators and Advisors periodic meetings.** In addition to the offsite retreat held in May of each year, there is a Coordinator/Advisor meeting in both fall and spring, where the Dean of Graduate Studies presents program and administrative updates. All attendees are encouraged to submit ideas for discussion.
  - **ONGOING. STEM Faculty Fridays.** STEM faculty held a series of informal Friday afternoon meetings to discuss pedagogy and research opportunities. These meetings were funded in part with money from the STEM retention grant from DHE.

## 2. Strengthen new student preparation, induction and early academic success

### a. Improve orientation, first-year and transitional programs

- **ONGOING. Re-Imagining the First Year (RFY).** Framingham State University has been selected as one of 44 public universities across the nation to study and improve best practices for first-year students. We have four committees and a steering committee working steadily for the next 3 years. Our motto: It's On All of Us. Our joint commitment is to work together across the university, recognizing our shared interest in moving our first-year students toward success. All roles matter.
- **ONGOING. Retreats for New Students.** Retreats for new students are elaborated each year (especially Biology and Honors), and numerous departments are developing transitional programs by working with alumni and Industry Advisory Boards. The English Department took a field trip for new majors to Literary Concord, fall 2015.
- **ONGOING. CELTSS Participation in Reimagining the First Year of College.** CELTSS is collaborating with First-Year Foundations on a Foundations workshop for faculty and facilitators on first-year pedagogy, advising, and non-cognitive factors affecting student learning.

### b. Build connection/community on campus

- **DONE. Graduate Student Handbook.** The Graduate Student Handbook was revised and redistributed for the new academic year. Links within document to previous website were updated to now reflect new website.
- **IN PROGRESS. College of Education New Student Retreat.** The College of Education will hold a retreat for all new education students in fall 2016.
- **ONGOING: Assessment of First Year Foundations Program.** The Director of Assessment works with the Director of First-Year Programs to assess the first year foundation program based on the assessment plan. Data collection for the fourth year of the assessment plan is underway and on schedule. Data consolidation and analysis will continue into fall 2017.
- **ONGOING. Graduate Student Orientation.** New Student Orientation held in August and January of each year to welcome new Graduate Students, provide helpful information about the administrative services/offices on campus and then have them attend break-out sessions led by the Program Coordinator.
- **DONE. Creation of Course Map/Schedule for Graduate Programs.** All Program Coordinators were asked to develop a map/schedule of all the required courses for their program so it is available to students (posted on Website). 100% completed thus far.

### c. Build connection/community on campus

- **ONGOING. Computer Science Pizza Parties.** The CS department has been holding monthly pizza parties. These events have given students the opportunity for informal interaction with faculty. Discussion topics center on academic and career planning.
- **ONGOING. "Welcoming the World to FSU" Campus Tour** provides continuing education ESL students the opportunity to meet with university officials and ask them questions.

### c. Align readiness skills with college expectations

## Academic Affairs: End of Year Report, July 2016, Year 4 of 5 – Year Strategic Plan – Selected Examples

- **IN PROGRESS. Expansion of Dual Enrollment Program.** Through funding from the Commonwealth Dual Enrollment Partnership Grant, continuing education has expanded opportunities for high school students to enroll in college level courses. A projected 400% increase of dual enrollment students will be served by FSU in FY2015-16.
- d. **Strengthen assessment, advisement and placement (*see 3e for assessment*)**
- **In Progress. Assessment of Advising Process.** Academic Advising Survey 2016 and PLUS Survey 2016 is being administered. Results from the 2015 survey were disaggregated by department and made available to the Provost, Department Chairs and Director of Advising.
  - **ONGOING: New Math Placement Process.** 1st Year Programs, Academic Affairs, Math Dept., Enrollment Mgt., Institutional Effectiveness, and CASA are collaborated on a new mathematics placement requirement and procedure based on recommendations from the MA Board of Higher Education. The Math Department is continuing this successful pilot with changes mandated by the BHE.
- e. **Monitor and foster systematic and progressive preparation for graduation**
- **ONGOING. Meetings for Graduate Studies Personnel.** The Dean of Graduate Studies has instituted meetings each semester for all graduate coordinators, advisors, and staff, focusing on the academic aspects of student recruitment, retention, and policies. Also, this year, we started a monthly ( the 1st Friday of every month) Brain Storming meeting for graduate and continuing education staff to address challenges and new initiatives.
  - **IN PROGRESS. STEM Retention grant.** The College of STEM received a \$40,000 award from the Commonwealth to support STEM Retention efforts. This grant has been used to support faculty development and to augment Supplemental Instruction.

### **3. Pursue excellence and engagement in the academic experience**

#### **a. Increase student-faculty collaboration**

- **IN PROGRESS. New Dashboard Software.** We will be working with faculty during the summer and fall 2016 semesters to assist them in maintaining information which will be used for post-tenure review, promotions, student collaboration and CVs.
- **INPROGRESS. College of Education and the Framingham Public Schools Collaboration.** Working in collaboration with Framingham Public Schools, local families and communities, the College of Education faculty are crafting a proposal to the Kellogg Foundation to improve the education and health experience of young immigrant children. The proposal would also support the foundation at FSU a center for research and development.
- **ONGOING. Honors Program Teaching Assistants.** Three students have served as TAs since the inception of the program in Spring 2014.
- **ONGOING. Honors Program Thesis Completion:** A record thirty-eight honors students completed their honors thesis during the 2015-2016 academic year.
- **ONGOING Graduate Assistantship Program.** This is the 3<sup>rd</sup> year for implementing this program. Five graduate assistantships were given to qualified graduate students for the duration of the academic year. Students were selected and assigned to interested departments on campus. Students performed 15 hours work/week supervised by faculty or staff and gained practical experience either in research or in office management.
- **ONGOING: Creating a Culture of Assessment to Enhance Library Services.** This year, the Library improved student assistant customer service training, added an iPad loan program, and improved furnishings in the study area based on feedback from previous surveys and focus groups. Follow up analysis of the impact of these improvements will be discussed among staff after the phase 2 of the building usage study and another March 2016 focus group is conducted.
- **ONGOING: Undergraduate Research Conference.** Every April, the Commonwealth Honors College at the University of Massachusetts: Amherst hosts the Annual Undergraduate Research Conference. This year, the state university presidents assisted in covering some of the costs of this event. April 24, 2015 marked the 21<sup>st</sup> installment of this conference, during which 153 students from Framingham State University attended. Participation was up from last year by 33 students (April 25, 2014 had 120 students). This year, on April 22, 2016, 165 undergraduate students presented.

#### **b. Increase experiential learning opportunities**

- **DONE. MSEN, Art Department, McAuliffe Center, and the DPW.** Graphic Design students from the Art and Music Department collaborated on four major “real world” projects in designing/developing identity for the MetroWest Stem Education Network, the recruitment website for FSU’s Studio Arts, the McAuliffe Center, and the Framingham Department of Public Works.
- **ONGOING. Inside-Out Program.** We have now completed eight courses in this prison exchange program, and have added a new site as well (pre-release facility in Framingham). An additional faculty member is being trained to teach in the program in summer2016 and will begin teaching in spring 2017.
- **ONGOING. Boston Children’s Hospital/Harvard and FSU Research Collaboration.** Working with hospital researchers on a \$14 M private foundation grant, FSU offered students, staff and faculty the opportunity to participate in a research study related to weight loss, maintenance and dietary balance. The study is going well (midyear into Cohort 2), and we expect to run it for one additional year (a 3<sup>rd</sup> year). This year (Cohort 2) we also have offered the opportunity to our external community with good participation.

#### **c. Strengthen citizen engagement opportunities**

- **IN PROGRESS. The College of Education** will host the Commonwealth’s Educator Alumni Award ceremony at the Framingham State University on June 6<sup>th</sup>, 2016.
- **ONGOING. Collaboration with Framingham Public Schools (FPS).** We are hosting 6 Visiting Chinese High School students on May 16, giving them a tour of the campus, lunch in the Ram’s Den Grille, and a visit to the College Planning Center (CPC) for a talk about how to plan for attending an US College. Assisting are faculty, staff and students across the university. Our faculty who teach Chinese will be attending all sessions (tour, lunch, CPC), as will students who are studying Chinese. Our International Executive Director, the Director of the CPC, Deans of Education and Arts & Humanities and Provost are part of the visit.
- **ONGOING. Lifelong Learning Programs.** FSU’s Continuing Education Office and the Framingham Public Library (FPL) collaborate to offer 20 Lifelong Learning Lectures from September through April each year, serving over 400 citizens. In Fall 2015, the Lifelong Learning Lecture Series was funded through a grant from the Framingham Cultural Council. The Adventures in Lifelong Learning, also a collaboration between FSU and the FPL, is a four-week series of courses offered in October and March of each year. Over 225 seniors participated in eight courses offered in October 2015.

- **ONGOING/ IN PROGRESS. English Language Programs.** FSU's Continuing Education Office provided English Language Programs (ELP) at the Maynard Building to over 300 non-native speakers. The program included a Bridge to College course that prepares students for college level work. New initiatives in Fall 2015 –Spring 2016 included a mandatory course for full-time ELP students entitled, "Intercultural Communication Skills for Your American Experience." This course helps beginning students make sense of their new environment and advances their understanding of academics in the U.S.
- **ONGOING. Science on State Street.** The science departments and the McAuliffe Center will held this second annual science festival for families from Framingham and the surrounding area. More than 500 people participated in a wide array of science activities on campus. The festival was held in April.
- **ONGOING. CLEO Initiative.** A cross-division team of faculty, administrators, and staff has convened as CLEO, a planning group to advise on Civic Learning, Engagement, and Outreach at the University. An environmental scan of all of the University's civic learning and engagement efforts has been completed, and the data analysis process has begun. The CLEO group will deliver a report to the senior staff over the summer and make some recommendations as to how to move forward with our civic learning and engagement issues. Academic Affairs has funded a civic learning and engagement faculty institute for the 2016-2017 academic year. as a first step in preparing a report and recommendations for the University community.
- **ONGOING. Free Speech/Hate Speech Forum.** The Office of Academic Affairs worked with senior staff to host a free speech/hate speech event as a forum for students and other members of the campus community to discuss our rights and responsibilities surrounding these issues.

#### d. Grow honors and academic enrichment opportunities

- **IN PROGRESS. Biology Applies to Host Honors Beta Beta Beta.** The Biology Department has been approved to host a chapter of Beta Beta Beta, the Biological Honor Society. A representative of Beta Beta Beta visited campus in March to review the Department and the application. We expect to hold the inaugural induction ceremony in the fall.
- **DONE. Accounting Major Inducts Students into the Institute of Management Accountants (IMA) Accounting Honor Society (IAHS).** The IMA IAHS recognizes students who achieve academic excellence in accounting.
- **College of Education celebrated 50 years of the KAPPA CHI chapter** on Framingham State University campus on May 2, 2016.

#### e. Assess and document student learning and personal growth

- **DONE. Intensive Assessment for Education Programs.** All initial teacher preparation programs underwent intensive review by their specialized professional associations. LiveText assessment software has been used in all of our teacher preparation programs.
- **In Progress. General Education Assessment.** General Education report for 2015-16 is underway. Objectives - Critical thinking, written communication in the general education portfolio were assessed. A rubric for human diversity created by faculty will be piloted in this assessment cycle. The Gen Ed Report for 2014-15 was complete and published on the FU website.
- **Done: Multi State Collaborative.** Manuscript prepared from FSU's participation in the MSC has been accepted for publication in the peer-reviewed journal *Assessment Update*.
- **DONE. AND Accreditation.** The Academy of Nutrition and Dietetics (formerly *American Dietetic Assoc.*) reaccreditation visit occurred in Fall 2014. The visit was very positive; a response to their initial report was submitted in the fall and they have received reaccreditation.
- **IN PROGRESS. IACBE Accreditation:** *International Assembly for Collegiate Business Education* self-study will be submitted soon. A decision was made to delay the report so to incorporate the new divisional structure of separate departments for Business and Economics. The site visit will be scheduled in fall 2016.
- **IN PROGRESS. Graduate Program Assessment.** All Graduate programs have assessment plans based on the FSU plan template. A graduate assistant has been hired and required funding made available to facilitate implementation of plan in fall 2016. The Graduate Student Exit survey will be administered in May 2016.
- **IN PROGRESS. Graduating Graduate Students Exit Survey.** The dean of graduate studies initiated an annual exit survey for graduating graduate students. The survey focus on students experience while pursuing their degree program. The outcome of the survey help us in identifying areas that need improvement which will enhance students satisfaction and loyalty to FSU.
- **IN PROGRESS: Annual Commencement Survey.** The 2015-16 Commencement Survey will be administered in spring 2016. Results from the previous year were compiled and uploaded to the FSU website.
- **ONGOING. College of Education's Advisory Board Assistance with Dispositions Pilot.** Our advisory board, which is a committee of both College of Education faculty/staff and faculty/administrators from local school districts such as Framingham, Natick, Ashland and others are developing and piloting an instrument that will better enable FSU faculty supervising teacher candidates doing field service, as well as K-12 faculty, to evaluate our student candidates' dispositions in the classroom. Working in close partnership, we in higher education and K-12 are better positioned to meet one another's professional needs, at the same time as we improve the skills of our teacher candidates.

#### f. Enrich university community with diversity

- **DONE. Preferred First Name Policy Instituted.** Students will now be able to specify preferred first names, which will be used on course rosters, graduation diplomas, and many other university documents.
- **IN PROGRESS. Institutes for K-12 Teachers.** The Center for Global Education will offer two summer institutes for teachers, one on climate change and the other on South Africa.
- **DONE. Black Lives Matter Teach-in and Town Meeting.** A group of over 90 faculty dedicated classes to topics related to the Black Lives Matter movement in late February. Faculty discussed issues related to racism and inequality in over 140 classes. The teach-in ended with a town meeting in which the campus community discussed the teach-in and the issues raised in their classes.
- **IN PROGRESS. Inclusive Concurrent Enrollment Initiative.** FSU received a state grant to bring intellectually disabled 18-22 year-olds to campus to audit classes and to participate in the university community. A coordinator for this program has been hired, and two Diverse Scholars joined us in spring 2016. We are currently in the process of recruiting and selecting 10-12 Diverse Scholars for the upcoming academic year.
- **IN PROGRESS. Faculty Development in Diversity.** The CDI is currently running FSU's second faculty diversity and inclusion institute, Widening the Circle. Fifteen faculty members are working with peer facilitators to develop assignments focusing on human diversity.

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- **DONE. Library Diversity Initiatives.** The Library staff members continue to be trained and provide equipment and services to library users facing visual, hearing or mobility challenges. In addition, the Library received an American Library Association Latino Americans grant to fund several scholar talks on the associated PBS series, a photo exhibit and reception highlighting the various contributions of Latino Americans, a presentation at the Framingham Public Library by the author of the book “Wise Latinas”, and a field trip for students to the Edward Kennedy Museum.
- **ONGOING. FSU continues membership in Bridgewater State University Leading for Change Consortium.** A team of faculty and administrators have joined the consortium, which meets regularly with faculty and staff from over 20 higher education institutions in the region to develop and share benchmarks related to diversity and inclusion efforts. Faculty play a key role in this effort.
- **ONGOING. Diversity Studies Minor.** A team of faculty received funding to assess and redesign the diversity studies minor over the summer; the team has presented its findings and we are in the process of making recommendations for structuring the interdisciplinary minor for fall 2016.

### 4. Prepare students for global citizenship and competitiveness

#### a. Expand global awareness through new majors and programs

- **DONE. Summer Programs in China.** In conjunction with Massachusetts Education International, FSU faculty will teach courses in China during summer 2016. This will be an annual opportunity for FSU faculty.
- **DONE. International Faculty Development Seminar Grant.** One faculty was awarded the annual \$2000 grant through the Office of International Education’s membership in CIEE to attend a seminar in China this summer with faculty members from across the United States.
- **DONE. Fulbright Scholars Program award.** Shin Freedman (Whittemore Library) received notification from The J. William Fulbright Foreign Scholarship Board that she was selected for a Fulbright award to China. The grant is made possible through funds appropriated by the U.S. Congress.
- **ONGOING. Latin American Studies Minor.** The history department has convened an interdisciplinary team of faculty to redesign the Latin American Studies minor. A log for a redesigned minor will be ready to be evaluated by governance in the 2016-2017 academic year.
- **ONGOING. Latin American Studies Minor.** The Department of Economics has added two new courses with international foci, *Latin American Political Economy* and *International Finance*.

#### b. Integrate and grow world language programs

- **DONE. New Minors in BRIC Programs.** We now have built our Chinese Minor program to a total of 13 students (1-11-16), and we continue work on our Portuguese minor.

#### c. Support student international experiences

- **DONE. Growth in International Opportunities for Students.** In 2003, 13 students had an international experience, in the 2015-2016 academic year, 177, which is an increase of 1,261%
- **DONE. Scholarship Awards.** Total of \$25,025 in scholarships for fall, spring and summer study abroad were awarded. Also awarded was \$9,000 for conference travel, faculty led study trips and research with faculty members, bringing the total awarded for international experiences to \$34,025.
- **DONE. Faculty-led study trips** this year included Winter Break: Dr. Rahman (Business) China; February: Rui Zhang ( Fashion, Retailing) Las Vegas trade show; Spring break: Dr. Otto (Geography)-Italy; Summer: Dr. Ludemann (Psychology & Philosophy) – Guatemala; Summer: Dr. Perry (English) English to England; Summer: Stephanie Grey (Art & Music) Denmark
- **IN PROGRESS. Upcoming faculty led study trips for 2016-2017** include: Montreal (Business), India (English), London (Nursing), Science (Bermuda), Geography (Paris), Sociology/Economics (Quito, Ecuador), Fashion/Retailing (China), Psychology (Costa Rica).
- **DONE. Honors Program Study Abroad.** The Honors Program is again funding two full student scholarships to study in Prague this summer. Feedback from returning students will encourage more participation on both the semester and summer opportunities; both are extremely affordable.
- **DONE. Showa Women’s University-Tokyo** again awarded 4 full scholarships to FSU students for a 3 week cultural program this summer.
- **DONE. Cannes Film Festival Internship:** 1 Communication Arts major received scholarship from IAFSA to support participation at the festival

#### d. Grow and manage FSU partnerships with international universities

- **DONE. TESL Partnership with Hanyang University, South Korea.** Graduate Studies through IEP is now offering a joint master’s degree in TESL. The 1<sup>st</sup> cohort (20 students) started in Spring 2015. President Cevallos and the graduate dean visited the site in October 2015.
- **DONE. New MOU with Costa Rican University.** New program agreement with Universidad De Iberoamerica in Costa Rica signed in February.
- **DONE. Art Professor Serving as Visiting Professor in Northern Ireland.** FSU faculty member Brian Bishop completed spring semester as visiting faculty at partner Ulster University. Ulster faculty member will be at FSU for the fall semester, residing on campus, teaching, and lecturing.
- **IN PROGRESS. Incoming faculty led study tour from Universidad de Las Americas in Quito Ecuador.** Eleven students and 2 faculty will spend 3 weeks on campus for a Communication Arts course along with FSU students. Spring break 2017 will see a FSU faculty led study tour go to UDLA in Quito as part of our partner agreement.
- **IN PROGRESS. New Study Abroad/Teach Abroad program being developed** with UDLA for a faculty member to take a group of students for the semester to a partner university. 1<sup>st</sup> launch expected for Fall 2016, with other partner schools following upon successful launch.
- **IN PROGRESS. New Expansion of existing agreement.** New program opportunities will be coming online with Showa Women’s University-Tokyo
- **IN PROGRESS. New MOU with University in Brazil.** New program agreement underway with Federal University of Mina Gerais in Brazil
- **IN PROGRESS. New Program Underway with Bermuda College.** New program agreement underway with Bermuda College in Bermuda in Geology.
- **IN PROGRESS. New Program to Accept Chinese Students in Specific Majors.** New program agreement underway with Massachusetts Education International to review and accept Chinese students in specified majors beginning in Fall 2017

## 5. Strengthen and expand STEM programs and student success in STEM areas

### a. Expand STEM majors, centers and research and policy analysis

- **IN PROGRESS. Equipment for Warren Center.** The Biology Department has begun purchasing equipment to support teaching and research activities at the Warren Center.
- **ONGOING. Collaboration with EDC.** The McAuliffe Center has developed a collaboration with EDC, a leading educational research organization in Waltham, MA. The joint effort develops a computer science educational PD program for educators at the Center. The program is funded through MassCAN and through the National Science Foundation (NSF).
- **ONGOING. NASA grant request.** Dr. Linda Vaden-Goad and Dr. Irene Porro are listed as Principal Investigators on a grant application to NASA for STEM activities that will enrich the education of K - 12 youth in the Commonwealth and that will enhance the knowledge in STEM topics of instructors.
- **ONGOING. New Professional Development Program.** 109 K-12 teachers attended FSU's new STEM Certificate Program, which focuses on high-level interdisciplinary learning with the integration of advanced technology. An additional 40 teachers are signed up for the summer offering of the program.

### b. Improve STEM preparation and readiness

- **DONE/IN PROGRESS. Pre-Engineering Program Agreements.** The Physics & Earth Science Department developed special transfer agreements with UMass Dartmouth and Mass Maritime for our pre-engineering program, so that our students directly enter the BS Engineering majors at these universities.
- **ONGOING. Dual Enrollment Program** . Our Dual Enrollment Program gives emphasis to students enrolling in STEM related courses. Fifteen of the 26 Fall 2015 Dual Enrollment students enrolled in STEM courses; 13 of the 15 received grades of "C" or better.

### c. Increase student interest, enrollment and degrees awarded in STEM majors

- **DONE. Concentrations Transformed Into Majors.** The Department of Physics and Earth Science has proposed a new major, Earth Science, which was formerly a concentration in the Geography Major. They began implementation after receiving BHE approval. The Chemistry Department has developed a new major, Biochemistry, which was formerly a concentration in the chemistry major.
- **IN PROGRESS. Math Curriculum Review.** The Math Department has conducted a review of their curriculum sequencing and pedagogies. They have made adjustments to improve student progression through their course sequences. They have also developed focused general education courses for students in specific majors.
- **IN PROGRESS. Creation of a Graduate Certificate in STEM Education.** Draft of Graduate Council Log has been created. Needs departmental approval and then will be submitted to Graduate Education Council in Spring 2016 (goal).
- **ONGOING. Second Computer Programming Competition Added.** The Computer Science Department now involves students in programming competitions both fall and spring semesters.

### d. Improve STEM career readiness among FSU graduates

- **ONGOING. Lecture Series and Mock Interviews.** The Food Science program has implemented a series of invited lectures in which representatives from various corporations in food related industries discuss their career paths and current projects. Following their presentation, the representatives conduct mock interviews with students in the program.
- **IN PROGRESS. Science Communications Minor.** Communications Arts, English, and several science disciplines are working toward the creation of a new minor in Science Communications. The proposal is working its way through governance.

### e. Link STEM programs to the regional scientific and technology community

- **Done. New STEM Industry Advisory Boards Under Development.** The Chemistry & Food Science Department created an Industry Advisory Board for the Food Science Major. They held the first meeting in October.

## 6. Respond to labor market trends in academic program and center development

### a. Connect regular, systematic assessment of labor market trends to program review and development.

- **DONE. Labor Market Trend Analysis and the 5-Year Program Review.** Now, we have made this review a regular part of the process.
- **DONE. Concentrations Transformed Into Majors.** The Department of Geography has launched a new major in Environmental Studies and Sustainability.
- **DONE. New Minor.** The Department of Geography has launched a new minor in Geographic Information Systems.
- **ONGOING. Redesign of Education's Post-Baccalaureate Teacher Licensure Program.** In response to changing labor market demands, the College of Education has redesigned the Post-Baccalaureate Teacher Licensure program.

### b. Develop and maintain dialogue with major area employers

- **ONGOING. Classes for Local Social Service Organization.** Through the Continuing Education Office, Dr. Deborah McMakin, Associate Professor of Psychology, provided workshops to staff and supervisors at the South Middlesex Opportunity Center (SMOC).
- **IN PROGRESS. World of Work Certificate Collaboration with Liverpool John Moores University.** In February, Dr. Terry Dray, Director Graduate Advancement & Employer Engagement, Liverpool John Moores University, visited FSU to help us prepare to tailor the collaborative program to our region and majors so that our students will qualify for the World of Work Certificate. This certificate program is unique in that it is a labor force verified certificate. LJMU is sharing the program with us at no cost, and we will be the first American University to offer it. We are working with the Department of Higher Education for potential funding (they are very positive about the program), and are seeking external funding.
- **IN PROGRESS. Local Bank Funds Interns.** The Northeast Community Bank has agreed to fund student interns for the Entrepreneur Innovation Center in the upcoming academic year with a \$5,000 grant.

### c. Systematize the preparation of students for graduate and professional programs

### d. Develop combined degree programs and new graduate programs in response to the needs of the Commonwealth

- **DONE. Professional Science Master's Program.** The 1st cohort in the newly developed PSM program started in Fall 2015.

## **Academic Affairs: End of Year Report, July 2016, Year 4 of 5 – Year Strategic Plan – Selected Examples**

- **DONE: Creation of two new graduate certificates:** Graduate Certificate in Public Administration and a Graduate Certificate in Healthcare Administration (May 2015). The Graduate Certificate in Public Administration program offers the University a unique opportunity to fill a void in graduate-level public administration certificate programs in Massachusetts: currently, there are only two such certificate programs in the Commonwealth. The Graduate Certificate in Healthcare Administration will provide a strong foundation in healthcare delivery, laws and regulations, management, planning and finance amid a rapidly growing field of jobs.
- **DONE.** Changed M.A. concentration Human Resources degree to the Master of Human Resources (M.H.R.) degree.
- **IN PROGRESS.** Undergraduate Certificate Program in Enterprise Computing has been developed by the Computer Science Department to help meet industry needs for workers with mainframe computers. The certificate will be offered through the Office of Continuing Education.
- **IN PROGRESS.** Undergraduate Certificate in Excellence in School Nutrition. The John C. Stalker Institute, in collaboration with the Food and Nutrition Dept., offers a 5-course certificate program for school nutrition directors and aspiring directors in Massachusetts schools, and is working with MassBay Community College to establish a school nutrition concentration within their business degree using the courses from the Certificate Program.
- **DONE. Professional Science Master's Program.** The PSM is fully approved by the BHE, and director has been hired. The focus is on Quality Assurance/Quality Control.
- **IN PROGRESS.** Responding to market demands for education careers. Responding to market demands for new education careers outside the K-12 classroom, the College of Education is in the process of creating a new Child and Family Studies department.
- **N PROGRESS.** 3+3 Law Degree Partnership. The Pre-Law Advisor has created a 3+3 law degree collaboration with Suffolk University in Boston. Students who enter FSU as first-year students will be able to complete their undergraduate and law degrees in six years. The program will go through the university governance system in fall 2016.
- **IN PROGRESS.** 5th-Year Master's Programs. Food & Nutrition has developed a 5-year Master's program and got the approval from the Graduate Education Council, approved a new academic policy that allow undergraduate students to take graduate courses that counts for the two degrees. Development of 5-year B.A.-M.A. in English, the only such Massachusetts state university program, is also under development. Also, Development of 5 year B.Ed and M.Ed in elementary and special education, and a B.A/MA in English are also under development.

**Office of Grants & Sponsored Programs**  
**Comparative Data: 05/12/2015**  
**FY 2016 to-date versus FY 2015 to-date**

<b>FY 2016 to-date</b>	<b>Data</b>	<b>Notes</b>
Amount requested:	\$ 7,938,404.92	See Pipeline document.
Amount awarded:	\$ 3,407,557.67	See Pipeline document.
Amount pending:	\$ 4,040,096.25	See Pipeline document.

<b>FY 2015 to-date</b>	<b>Data</b>	<b>Notes</b>
Amount requested:	\$ 2,180,172.39	
Amount awarded:	\$ 1,755,846.84	
Amount pending:	\$ 145,320.00	

<b>Differentials: FY 2016 to-date versus FY 2015 to-date</b>	<b>Data</b>	<b>Notes</b>
Amount requested:	264%	
Amount awarded:	94%	
Amount pending:	2680%	

ICR revenue: FY 2016 to-date	\$ 167,023.38	Does not include FSU Food Study ICR.
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Grant proposal submissions in FY 2016 - Office of Grants and Sponsored Programs  
5/9/2016

Funder                      Project (PD/PI)                      Deadline      Amount                      Status                      Awarded                      ICR

**Bold - private**

<b>Summer 2015 - Jonathan Lee</b>						
<b>Boston Children's Hospital (BCH)</b>	<b>BCH/Framingham State University Nutrition Study (Hamel and Vaden-Goad)</b>	<b>N/A</b>	<b>\$ 628,886.48</b>	<b>Funded</b>	<b>\$ 628,886.48</b>	<b>\$ -</b>
Massachusetts Department of Early and Secondary Education (DESE)	Enhance food nutrition at schools through PD (McGrail)	1-Jul-15	\$ 405,000.00	Funded	\$ 405,000.00	\$ 60,000.00
US Department of Education (US ED)	MASSexcELLS: Supporting ELL Populations in Central and Eastern Massachusetts (Mahler)	28-Jul-15	\$ 320,000.00	Funded	\$ 320,000.00	\$ -
MA Department of Higher Education (DHE)	MetroWest Young Males of Color Pathways to Success Initiative (collaboration with MBCC) (Huddleston)	10-Aug-15	\$ 238,994.00	Declined	\$ -	\$ -
MA DHE	Commonwealth Dual Enrollment Program (Greenberg and Dittami)	31-Jul-15	\$ 50,000.00	Funded	\$ 48,000.00	\$ -
MA DESE	Enhance food nutrition at schools through PD (McGrail)	1-Jul-15	\$ 48,384.00	Funded	\$ 48,384.00	\$ 4,200.00
<b>Vertex Pharmaceuticals Incorporated</b>	<b>GUTS Summer Professional Development Program (Porro)</b>	<b>10-Jul-15</b>	<b>\$ 13,750.00</b>	<b>Funded</b>	<b>\$ 13,750.00</b>	<b>\$ -</b>
Department of the Interior (Dol)	Identification of winter habitats and seasonal movements of American Alligators on the Albemarle Peninsula (Dinkelacker)	1-Jul-15	\$ 10,000.00	Funded	\$ 10,000.00	\$ -
MutualOne Charitable Foundation	Zero FX electric patrol motorcycle (Woollard)	27-Jul-15	\$ 9,690.00	Declined	\$ -	\$ -
<b>SUBTOTAL:</b>			<b>\$ 1,724,704.48</b>		<b>\$ 1,474,020.48</b>	<b>\$ 64,200.00</b>

**Summer 2015 - Patricia Bossange**

Grant proposal submissions in FY 2016 - Office of Grants and Sponsored Programs  
5/9/2016

MA DHE	MetroWest Cybersecurity Partnership Project (collaboration with MBCC) (Greenberg)	1-Jul-15	\$ 100,000.00	Declined	\$ -	\$ -
<b>Wellington Management Foundation</b>	<b>Accelerating Preparation and Access to College for First Generation Students (Coffey)</b>	<b>1-Aug-15</b>	<b>\$ 35,000.00</b>	<b>Declined</b>	<b>\$ -</b>	<b>\$ -</b>
Department of Early Education and Care	GBRC - ELCG (Thurston)		\$ 32,013.62	Funded	\$ 32,013.62	\$ 1,732.78
<b>Center for the Advancement of Science in Space, Inc. (CASIS)</b>	<b>Associated Programs--Earth Odyssey Mission, Planetarium (Porro)</b>	<b>26-Aug-15</b>	<b>\$ 12,000.00</b>	<b>Funded</b>	<b>\$ 12,000.00</b>	<b>\$ -</b>
SUBTOTAL:			\$ 179,013.62		\$ 44,013.62	\$ 1,732.78

<b>Fall 2015 - Jonathan Lee</b>						
NASA - 2015 Competitive Program for Science Museums, Planetariums and NASA Visitors Centers Plus Other Opportunities	McAuliffe Center--new immersive learning experiences (Porro)	7-Dec-15	\$ 1,249,921.00	Pending		
<b>Boston Children's Hospital (BCH)</b>	<b>BCH/Framingham State University Nutrition Study (Hamel and Vaden-Goad)</b>	<b>N/A</b>	<b>\$ 276,149.35</b>	<b>Funded</b>	<b>\$ 276,149.35</b>	<b>\$ -</b>
DHE - MA College Access Challenge Grant	100 Males to College Program (Coffey)	15-Dec-15	\$ 100,000.00	Funded	\$ 100,000.00	
DHE - PIF Consortial	MetroWest College Planning Center (Coffey)	1-Sep-15	\$ 93,240.00	Funded	\$ 93,240.00	
<b>Spencer Foundation</b>	<b>Research and Outreach (Hara)</b>	<b>2-Nov-15</b>	<b>\$ 43,905.00</b>	<b>Pending</b>		<b>\$ -</b>
<b>National Science Foundation (NSF) and EDC</b>	<b>Massachusetts Exploring Computer Science Partnership (MECSP)</b>	<b>11-Jun-15</b>	<b>\$ 36,799.00</b>	<b>Funded</b>	<b>\$ 36,799.00</b>	<b>\$ 1,957.00</b>
Department of Early Education and Care - Early Learning Challenge Grant	Greater Boston Readiness Center (Barbara Jacobs)	30-Sep-15	\$ 23,392.49	Pending		
National Endowment for the Humanities (NEH) - Summer Stipends	"By Clashes Quick and Sure": Text Mining Magazine Poetry of the First World War (Brinkman)	30-Sep-15	\$ 6,000.00	Declined	\$ -	\$ -

Grant proposal submissions in FY 2016 - Office of Grants and Sponsored Programs  
5/9/2016

National Endowment for the Humanities (NEH) - Summer Stipends	The Rise and Fall of the Post Office in America (Adelman)	30-Sep-15	\$ 6,000.00	Declined	\$ -	\$ -
SUBTOTAL:			\$ 1,835,406.84		\$ 506,188.35	\$ 1,957.00

<b>Fall 2015 - Patricia Bossange</b>						
Department of Early and Secondary Education (DESE)	ICE - Implementation (Bridges and Dargan)	23-Nov-15	\$ 88,000.00	Funded	\$ 77,106.00	\$ 7,710.60
DHE Nursing and Allied Health Initiative	FSU DHE Direct Care Institutional Proposal (Mullaney and Bechtel)	14-Dec-15	\$ 36,157.00	Declined	\$ -	\$ -
<b>Sudbury Foundation</b>	<b>Capital support for the MW CPC (Coffey)</b>	<b>23-Oct-15</b>	<b>\$ 5,000.00</b>	<b>Funded</b>	<b>\$ 5,000.00</b>	<b>\$ -</b>
Framingham Cultural Council	Capital infrastructure--Ram statue (Gustafson)	15-Oct-15	\$ 3,000.00	Funded	\$ 1,500.00	\$ -
SUBTOTAL:			\$ 132,157.00		\$ 83,606.00	\$ 7,710.60

<b>Winter 2015-2016 - Jonathan Lee</b>						
US ED	PropELL: Producing Reading and Oral Proficiency in ELLs	19-Feb-16	\$ 1,434,689.00	Pending		
<b>Howard Hughes Medical Institute (HHMI)</b>	<b>2017 Inclusive Excellence (Carroll and Dignam)</b>	<b>1-Dec-15</b>	<b>\$ 1,000,000.00</b>	<b>Pending</b>		
MA DESE	DEVELOP MATERIALS TO TRAIN SPONSORS AND PROVIDERS WITHIN THE CHILD AND ADULT CARE FOOD PROGRAM ON THE MEAL PATTERN AND IMPROVING THE NUTRITION OF CHILDREN WITHIN THEIR CARE (McGrail)	N/A	\$ 305,622.00	Awarded	\$ 305,622.00	\$ 36,664.00
MA DESE	IMPROVE SCHOOL NUTRITION AND TO ASSIST LOCAL SCHOOL FOOD AUTHORITIES IN MEETING THE USDA PROFESSIONAL STANDARDS (McGrail)	N/A	\$ 149,849.00	Awarded	\$ 149,849.00	\$ 14,951.00

Grant proposal submissions in FY 2016 - Office of Grants and Sponsored Programs  
5/9/2016

US ED	National Professional Development Program	22-Jan-16	\$ 90,736.80	Awarded	\$ 90,736.80	\$ -
<b>Pennsylvania Soybean Board</b>	<b>Development of Sustainable, Value-Added Soybean Meal Ingredients for Human Consumption (Apostolidis)</b>	<b>26-Jan-16</b>	<b>\$ 33,000.00</b>	<b>Declined</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Framingham Union Aid Association (FUAA)</b>	<b>Nursing Program scholarships (Ferullo)</b>	<b>29-Jan-16</b>	<b>\$ 10,000.00</b>	<b>Pending</b>	<b>\$ 10,000.00</b>	<b>\$ -</b>
SUBTOTAL:			\$ 3,023,896.80		\$ 556,207.80	\$ 51,615.00

**Winter 2015-2016 - Patricia Bossange**

Jacobs Foundation	Pathways Internship Program; Emergency Support Funding; Estrella Program	17-Feb-16	\$ 75,000.00	Funded	\$ 75,000.00	\$ -
Impact Framingham	CASA - Pelham Pals Mentoring (Abel)	12-Feb-16	\$ 5,203.00	Pending		
Marion and Jasper Whiting Foundation	Travel stipend (Ludemann)	11-Jan-16	\$ 3,606.00	Declined	\$ -	\$ -
SUBTOTAL:			\$ 83,809.00		\$ 75,000.00	

**Spring 2015-2016 - Jonathan Lee**

National Science Foundation (NSF)	S-STEM (Carroll and Dignam)	16-May-16	TBD			
<b>Boston Children's Hospital (BCH)</b>	<b>BCH/Framingham State University Nutrition Study (Hamel and Vaden-Goad)</b>	<b>N/A</b>	<b>\$ 330,771.42</b>	<b>Funded</b>	<b>\$ 330,771.42</b>	<b>\$ -</b>
MA DESE	MassCHAMPS (McGrail)	N/A	\$ 303,170.00	Funded	\$ 303,170.00	\$ 36,664.00
NASA CAN	Space Telescope Science Institute (Porro)	11-Mar-16	\$ 34,580.00	Funded	\$ 34,580.00	\$ 3,144.00
NSF/EDC supplement	Massachusetts Exploring Computer Science Partnership (Porro)	1-Apr-16	\$ 19,999.76	Pending		
<b>NSF/American Sociological Association (ASA)</b>	<b>"The Gendered Transition to Adulthood in Urban and Rural China" (Li)</b>	<b>N/A</b>	<b>\$ 7,910.00</b>	<b>Funded</b>	<b>\$ 2,095.00</b>	<b>\$ -</b>
SUBTOTAL:			\$ 696,431.18		\$ 668,521.42	\$ 39,808.00

Grant proposal submissions in FY 2016 - Office of Grants and Sponsored Programs  
5/9/2016

Spring 2015-2016 - Patricia Bossange						
US ED	TRIO - Educational Opportunity Centers (Coffey)	4-Apr-16	\$ 236,000.00	Pending		
<b>MetroWest Health Foundation</b>	<b>Responsive Grants (Stoops)</b>	<b>4/8/2016</b>	<b>\$ 10,698.00</b>	<b>Pending</b>		
Massachusetts Board of Library Commissioners (MBLC)	Library Services and Technology Act-- enhancement of links to FSU Career Center (Mitchell)	4/8/2016	\$ 6,288.00	Pending		
<b>Davis Educational Foundation</b>	<b>Presidential Grant Program (Greenberg)</b>	<b>4/29/2016</b>	<b>\$ 10,000.00</b>	<b>Pending</b>		
SUBTOTAL:			\$ 262,986.00			

## 5.0 Enrollment & Student Development



## Board of Trustees Update

Topic: Division of Enrollment and Student Development  
From: Lorretta M. Holloway, VP for Enrollment and Student Development  
Date: May 17, 2017

### **Division of Enrollment and Student Development End of Year Report: AY 2015-2016**

Please see attached report. This report was developed in an effort to share not only the general activities of various departments in the division but students served and the efforts we are making to improve student experience.

**Overall Division Goal in AY 2015-2016:** To increase collaboration between offices in this division and other offices on campus as well as community partners in our joint efforts for student success.

We have really strived to increase our collaboration between offices within the division and between our division and others. Some of the highlights of the academic year include the following:

- Translator and Interpreter Internship Program: developed in partnership with the World Languages department, which supervises the interns. This semester documents for Admissions; Athletics; the Director of Equal Opportunity, Title IX, and ADA Compliance; The Center for Academic Support and advising; English Language Programs; and Parent Orientation. (Recruitment, Retention, and Responsiveness)
- Crosswalk meetings: These have been re-established with focus on areas that affect and require input from Enrollment, Student Affairs, and Academic Affairs. We have discussed various topics including involving more faculty in enrollment planning an recruitment, issues of course scheduling, and admissions requirements. We have successfully submitted three logs that have been reviewed by the University's Academic Policy Committee. (Retention and Responsiveness)
- Enrollment Data Team: This team will be working together to develop a strategic enrollment plan and also possible metrics for predicting student success and the kind of support structures needed for that success. The team consists of VP of Enrollment and Student Development, Dean of Enrollment, the Associate Director of Institutional Research, a faculty member from Geography, and a faculty member from Sociology. (Recruitment, Retention, and Responsiveness)

### Student Affairs

In addition to the information below, please see attached Student Affairs Info Graph

- Housing and Food Insecurity Taskforce: worked with Sodexo, Financial Aid, Student Accounts, and the Vice President on providing emergency funding and support for students, including spearheading the Give a Coat/Take a Coat campaign developed by Paul Welch, director of the Counseling Center. (Retention and Responsiveness)
- Co-Curricular Involvement Record: Three pilot student groups participated in a new program which allows them to track and reflect on controlling purpose-curricular activities. The developer of this program, Rachel Lucking, Assistant Dean of Campus Engagement, is working with the academic deans and various departments on campus on ways to expand the program to include all students, starting with the incoming class. (Recruitment, Retention, and Responsiveness)

### Enrollment Management

We will be passing out an Admission Comparison Update at the meeting

- Senior staff approved the hiring of a new ITS Business Analyst/Enrollment Management Liaison in January 2016, which precipitated a second CRM RFP issued in March 2016. ITS Business Analyst/Enrollment Management Liaison interviews will occur in May 2016. Both the CRM and ITS Business Analyst/Enrollment Management Liaison should be in place by July 2016. This person will be a member of the Enrollment Data Team. (Recruitment, Retention, and Responsiveness)
- The Retention and Success Committee (RASC) Data Subcommittee, co-chaired by Dr. Catherine Dignam (Chemistry department) and Jeremy Spencer, convened their first meeting in March 2016. An initial focus of the subcommittee is to collect and review retention statistics that will inform points of attrition. (Recruitment and Retention)

## **Division of Enrollment and Student Development End of Year Report: AY 2015-2016**

This report highlights some of the work done by the various offices in the division during this academic year.

### Academic Success and Access

- Provide a range of academic support services to students:
  - Academic Success Peer Tutors (ASPT): Over 90 students met one-on-one with an ASPT this year – a total of 1200+ hours of academic mentoring each semester.
  - Supplemental Instruction: Focuses on courses with high D, F, and W rates and utilized peer-assisted study sessions; utilized in 57 courses this year, with over 2,872 student contacts in the fall semester.
  - Probation Programming for First-Year Students: 55% of first-year students on probation attended workshops designed to review academic skills, receive academic advising, and learn about faculty expectations.
- Serve students with sensory, psychiatric and learning disabilities, as well as students with ADD and Autism Spectrum Disorder:
  - 715 students are registered with disability services.
  - During the last academic year, the office proctored 1196 exams, fulfilled 263 note-taking requests, and secured 686 hours of ASL interpreters for deaf students, faculty, and FSU-sponsored events.

### Admissions, Undergraduate

- Accepted Student Receptions: 490 accepted students attended.
- Calling Campaign: made 11,662 calls to potential and accepted students.
- Information Sessions: held 84 sessions, 7 of which were specifically for transfer students.
- Special Programs: Held 65 which were attended by a total of 1,351 people.
- Travel visits: made 495 freshmen visits and 66 transfer visits.
- Tours: Conducted tours for over 2,283 potential students and 3,688 guests.

### Admissions, Graduate

- Information Sessions
  - 4 Graduate General Information Sessions – 111 attendees
  - 5 MSN Information Sessions – 30 attendees
  - 3 MBA Information Sessions – 10 attendees
  - 3 PSM Information Sessions – 12 attendees
- Graduate Orientations: In the Fall, we had 152 attendees, and in the spring we had 38.
- Director or Associate Director conducted individual appointments with 86 individual potential students.
- Graduate Exhibits:
  - Graduate Fairs at Other Colleges or Universities – 18 events
  - Exhibit Booth at Industry Conferences – 28 events
  - Exhibits at Chamber of Commerce and Community Events – 8 events
  - Miscellaneous Exhibits – 10 events

### Advising

- Engaged in 2,808 advising contacts this year.
- Designed and implemented a faculty development day focused on advising: *Academic Advising is Mentoring and Teaching*:
  - Attended by 30 pre-tenured faculty advisors.
  - Co-sponsored with the Center for Excellence in Learning, Teaching, Scholarship and Service (CELTSS) and the Academic Advising Advisory Group.

### Career Services and Employer Relations

- Provided 2,040 career counseling appointments to students over the past calendar year.
- Connected 99 students with paid internships through the CHOICE Internship Program (a total of \$101,000 in internship wages).
- Brought 359 employers to campus for campus visits, Employer Showcases, and career events
- Over 5,000 employers are registered on our Ramtrack job site, posting 4,027 jobs and internships this year.

### Counseling Center

- Provided services to 460 students for over 2,800 visits this academic year.
- Led University suicide prevention efforts with the establishment of a *Suicide Prevention Task Force*, which provided suicide prevention and postvention training.

### Dean of Students Office

- Established a single point of contact on campus for students with housing and food insecurities.
- Led a committee effort in the creation of a Student Assistant Team for assessment, monitoring and case management of students with needs for ongoing support beyond what is available through existing resources.
- Led the University Threat Assessment Team in a review and resolution of issues involving 633 individuals during this academic year.
- Worked with 28 students in Title IX concerns and led University involvement in the *Culture of Respect* sexual assault prevention program.
- Worked with over 800 students, to date, on a range of concerns including: absences, academic policy issues (e.g., academic honesty, course add/drops or withdrawals, grade appeals), behavioral concerns, and advising.
- Continued to offer a parent advisory group to parents of first-year students.
- RAM<sup>2</sup>S (Relevant Advice and Mentoring for Multicultural Students) had 13 participants this year. Average GPA in the fall for participants was 2.79. There were 7 student mentors (average fall GPA 3.06) and 7 faculty/staff mentors.
- 2015 Summer Parent Orientation had 540 family members attend, representing 407 first-year students. Average rating of the event was a 4.82 out of 5.

### First-Year Programs

- Provide leadership and ongoing administrative structure for the University's *Foundations Seminar*, the required first-year experience course for all first-year, first-time freshmen. This involved 49 seminars meeting for 8 sessions during the fall semester.
- Collaborated with the Center for Excellence in Learning, Teaching, Scholarship and Service (CELTSS) to offer a workshop series for faculty on teaching first-year students.
- Responsible for first-year and transfer orientation programs for all new students: 847 first-year students and 426 transfer students participated in orientation this academic year.

### Health Center

- Responded to student medical needs through 3,000 student visits to the Health Center.
- Performed over 100 drug and alcohol assessments to students in violation of University alcohol and drug policies.
- Led a peer leadership group, comprised of students who offer educational programming to other students on wellness-related topics.

### Residence Life

- Played an active role in the design and construction team of the new residence hall, West Hall, to open in Fall 2016, which will increase campus residence hall capacity from 1,925 to 1,985 beds.
- Serves as the largest student employer at the University, with a student staff of approximately 150, including 54 Resident Assistants.
- Offer hundreds of residence hall programs each semester, through the Resident Assistants and Resident Directors; mediate conflicts, make referrals and encourage students to access and utilize student services, coordinate emergency responses.

### Student Services Center—SSC (This office is the transactional center for Financial Aid, Office of the Registrar, and Student Accounts)

- Installed new signage to better help clients with different offices located in center. Also order glass cases for hallway to hold explanatory office posters.
- Ordered sound paneling to help with noise level in center. Center has an open floor plan.
- Worked with students, including SGA, to develop a residence hall board of students to get feedback about service in the center. Developed a survey with student input to administer to students in September 2016 concerning interaction with the SSC.
- Acquired Financial Aid TV, a suite of hundred of videos that address financial aid questions available in both English and Spanish. We will be working on translating the more popular ones into Portuguese. Site will go completely live in June.

### Student Involvement and Leadership Development

- Provided assistance and guidance to 54 student clubs.
- Organized multiple service opportunities for students, including: Alternative Spring Break (25 participants), Special Olympics (3 student leaders and 115 student volunteers), Relay for Life on 5/1 (anticipate 174 participants across 30 teams).
- Played a role (supervision, planning, organizing) over 300 student events this academic year.

### Veterans Services

- Met with over 200 students on issues related to veterans' benefits and academic advising.
- Worked with student veterans to re-establish the veteran student club on campus, after a period of inactivity.
- Sponsored two veterans' orientation "boot campus" for new students.

# Student Affairs

## Retention

Veterans Boot Camp offered twice a year for new veteran students: emphasizes transition to college and engagement

RAM2S Mentoring Program offered to first-year students from diverse backgrounds: current year's cohort had 100% retention from fall to spring semester

Foundations Program provides instruction to first-year students with a focus on engagement and transition to college

Students participating in Supplemental Instruction have statistically significant lower DFW rates in SI courses



## Responsiveness

Alternative Spring Break continues to provide our students with a meaningful opportunity to have a positive impact on communities: this year's trip to Pittsburg involved work with the Boys and Girls Club of Western PA.



Over 5800 student visits to the Health and Wellness Center at Foster Hall assist our students in self-care and needed response to physical and mental health concerns

Resident Assistants support students, mediate conflicts, and coordinate emergency responses in the residence halls



Dean of Students Office provides a single-point of contact for students with housing and food insecurities and connects students with no-cost legal and financial consultation services.

Students are connected to local employers for internships and jobs via 359 employer visits this year, 4027 job postings, and trips to local businesses.

## Recruitment

Outreach: College Tomorrow Program provides a two-week summer enrichment program for high school students each summer

Pelham Pals provides mentoring, homework help, and positive college messaging for youth living in Framingham's Pelham Apartments housing development

Musterfield Mentors provides STEM and literacy programming and positive college messaging to youth living in Framingham Housing Authority's Musterfield Place Apartments



Yield Efforts:

Provided Orientation to 847 First-year students and 426 Transfer Students

Parent Orientation Program engaged 540 family members of new students in day-long experience. Participant rating of 4.82/5.00 for overall quality of experience.



# Framingham

## State University

To: Board of Trustees, Framingham State University  
From: Kimberly Dexter  
Director of Equal Opportunity, Title IX, and ADA Compliance  
Date: May 9, 2016  
Re: Preventing and Addressing Sexual Violence in our Community

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### Campus Climate Survey

Framingham State University conducted a campus climate survey on sexual assault during the Spring 2016 semester. This is the second consecutive year conducting such a survey, which was administered through partner, Everfi. While more detailed analysis will be available for review in the fall, the survey largely reinforced findings in national research and in our previous climate data, including:

- FSU students experience sexual assault at a greater rate before arriving at FSU (28% according to Spring 2016 data). *n=301*
- FSU students are experiencing sexual assault while studying at FSU (14% according to Spring 2016 data). *n=301*

Of those reporting unwanted sexual contact:

- In almost 93% of incidents, the student had some previous knowledge of the person who had unwanted sexual contact with them. *n=41*
- In 59% of the incidents, they were known to be another student at FSU. *n=39*
- In over 15% of the incidents, the student did not tell anyone about the unwanted sexual contact and those who did share information were most likely to tell a close friend other than their roommate (82%). *n=39*
- Students reported experiencing anxiety (77%), flashbacks (69%), trouble sleeping (59%), fearfulness (58%), and thoughts of suicide (33%), among other emotional consequences, after the incident. *n=39*
- Only 13% of students used the school's formal procedures to report the incident; only 33% sought counseling services, and only 8% sought advocacy services. *n=39*

### Title IX Complaints/Reports

Current estimates regarding Title IX reports during the 2015-2016 academic year are as follows:

- Four formal complaints against students resolved through the Student Conduct system.
- No formal complaints have been received against faculty or staff.
- Forty-five reports were made that allege possible violations under Title IX but have not yet resulted in an informal or formal resolution process under the EOP/Student Conduct Code. (Given requests for confidentiality, the withholding of information regarding alleged perpetrators, and other limitations due to requests for no formal investigation, we cannot always identify if alleged victims or perpetrators are students, employees or third parties.)
  - Thirty-one of these reports appear to involve a student as the reporting party.
  - Seven of these reports appear to involve an employee as the reporting party.
  - Eighteen of these reports appear to involve concerns about the behavior of a student.
  - Eight of these reports appear to involve concerns about the behavior an employee.

## New This Year

Framingham State University has continued to offer ongoing sexual violence prevention and awareness efforts. A comprehensive report outlining our efforts will be available for review in the fall. Of particular note this year:

- FSU has signed a Memorandum of Understanding with Voices Against Violence, a local domestic and sexual violence advocacy organization. This partnership is expected to expand survivor support services and confidential reporting options for our students, enhance training offered to staff in various roles, and generally continue to build on the collaboration between our two organizations.
- This was our first full academic year using our revised Equal Opportunity Plan ("EOP"), which included a new Sexual Violence Policy and accompanying Complaint Investigation and Resolution Procedures. Recommendations for revisions and edits have been provided and evaluated by representatives from the nine state universities. Feedback suggested that implementation and use of the EOP has been largely successful with only minor tweaks needed going forward.
- An interactive session on Affirmative Consent was offered to all incoming freshmen during New Student Orientation.
- Title IX, VAWA, and Clery Act as well as Workplace Discrimination and Harassment online training was provided to employees through partner, Workplace Answers.

## AY16-17

Looking forward to the 2016-2017 academic year, Framingham State is committed to the following programs, initiatives, and efforts:

- SHAPE information available at Accepted Students Days
- Interactive session on Affirmation Consent provided to all incoming freshmen during New Student Orientation
- Sexual violence programming during Black and Gold Beginnings
- Haven – Understanding Sexual Assault online training required for all incoming students
- Workplace Discrimination and Harassment Training offered to all new employees through partner, Workplace Answers
- Title IX, VAWA, Clery Act Training offered to all new employees through partner, Workplace Answers
- Annual Responsible Employee (RE) Training for all designated REs
- Bringing in the Bystander trainings offered to all community members which focused dissemination to student leader groups and athletes
- SHAPE Student Liaison roundtables as a formal mechanism for student feedback on issues of sexual violence
- Monthly Title IX Compliance Team meetings
- Passive tabling with information on sexual violence
- Residence hall programming
- Support of ad hoc programming by various campus groups and departments
- Exploration of opportunities to partner with the K-12 system to reduce the incidence of sexual violence before students arrive at college

## 6.0 Inclusive Excellence



**FY2016 Goals – Update & Results**

<b>Focus Area</b>	<b>FY16 Goal</b>	<b>Results</b>
<b>Recruitment</b>	Successfully launch MetroWest College Planning Center	<b>ACHIEVED.</b> Center officially launched 09/24/16.
	Organize and align FSU pre-college programs that target underrepresented and underserved students	<b>ACHIEVED.</b> CPC coordinates & collaborates on all programs
	Rename, Re-brand and Re-market the “Diversity Fellows” program in partnership with Academic Affairs division.	<b>ACHIEVED.</b> Renamed “Mary Miles Bibb Faculty Fellowship”. Search underway.
	Launch Inclusive Excellence website.	<b>ACHIEVED.</b> <a href="https://www.framingham.edu/the-fsu-difference/inclusive-excellence/">https://www.framingham.edu/the-fsu-difference/inclusive-excellence/</a> .
	Develop Inclusive Excellence ad/promotional piece for targeted employment recruiting publications.	<b>ACHIEVED.</b> Ad placed in Insight into Diversity Magazine.
<b>Retention</b>	Launch Brother to Brother and M.I.S.S student groups to provide mentoring and support for students of color.	<b>ACHIEVED.</b> Both groups organized and meeting.
	Launch the Center for Inclusive Excellence and promote new Inclusive Excellence Learning Series.	<b>ACHIEVED.</b> Center launched 09/08/16.
	Work with new FSU Retention Coordinator to identify retention strategies for underrepresented, 1 <sup>st</sup> generation and low income students.	<b>ACHIEVED.</b> Coordinator added to Leading for Change Team.
	Launch faculty & staff Affinity Groups	<b>ACHIEVED.</b> LGBT & Fac/Staff of Color groups launched.
	Launch Heritage Month Celebrations.	<b>ACHIEVED.</b> Campus-wide events held for each.
<b>Responsiveness</b>	Develop and implement university-wide Civic Learning, Engagement, and Outreach (C.L.E.O.) initiative (joint project with Academic Affairs and Inclusive Excellence) to improve collaborations with and conditions of MetroWest communities.	<b>ACHIEVED.</b> Committee formed. Environmental scan underway.

Focus Area	FY16 Goal	Results
<b>Responsiveness (cont'd)</b>	Develop diversity & inclusion data pack to analyze and respond to institutional data in all focus areas of the inclusive excellence model.	<b>NOT ACHIEVED (in process).</b> Leading for Change Data Team will complete in Fall 2016.
	Launch MetroWest “100 Males to College” program in partnership with the DHE to increase college participation.	<b>ACHIEVED.</b> Program launched February, 2016. 125 high school students actively participating.
	Maintain meetings and dialogue with key community leaders in the region to identify opportunities for partnership and support for FSU.	<b>ACHIEVED.</b> Monthly meetings with community leaders ongoing.

## 7.0 General Counsel



# Framingham State University

FSU Board of Trustees Update  
Office of the Chief of Staff and General Counsel

May 17, 2016

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## Update

- Marketing

## FY2017 Division Goals – Year-End Report

### RECRUITMENT

- Enhance Marketing and Communication Efforts Aimed at External Audiences
  - Develop and execute an integrated marketing program and communications program to include undergraduate, graduate and continuing education to achieve the University's overall target enrollment for a diverse, high-quality student body. **In progress.** University is working with a marketing research firm to update our brand, messaging and creatives. New plan and creatives will be in place for fall 2016 recruitment season.
  - Review University branding and make changes as needed. In progress as noted above.
  - Using digital platforms and social media, devise metrics to determine the effectiveness of advertising and communicate findings as appropriate. **Done.** Performance metrics (i.e., impressions, cost-per-click) have been utilized to determine effectiveness of digital campaigns; adjustments have been made as needed and communicated as appropriate. We continue to look at strategies to analyze the effectiveness of our advertising campaigns.
  - Conduct research to assess FSU's competitive strengths to assist in the marketing strategy, brand messaging, recruitment of students and employees and alumni and community relations. **In progress as noted above.**
  - Generate and distribute press releases to keep University name fresh and current for general public. **Done.** Press releases are continually being written and distributed to local media.
  - Maintain University website front page with particular focus on keeping information updated and fresh. **Done.** Website front page has four rotating images with strategic messaging aimed at recruiting prospective students, one of which is fresh every week. The page itself circulates, so that all messaging and photos become visible to the viewer. The page also features headlines on faculty and student accomplishments, upcoming community events and other University news. The headlines are updated weekly.

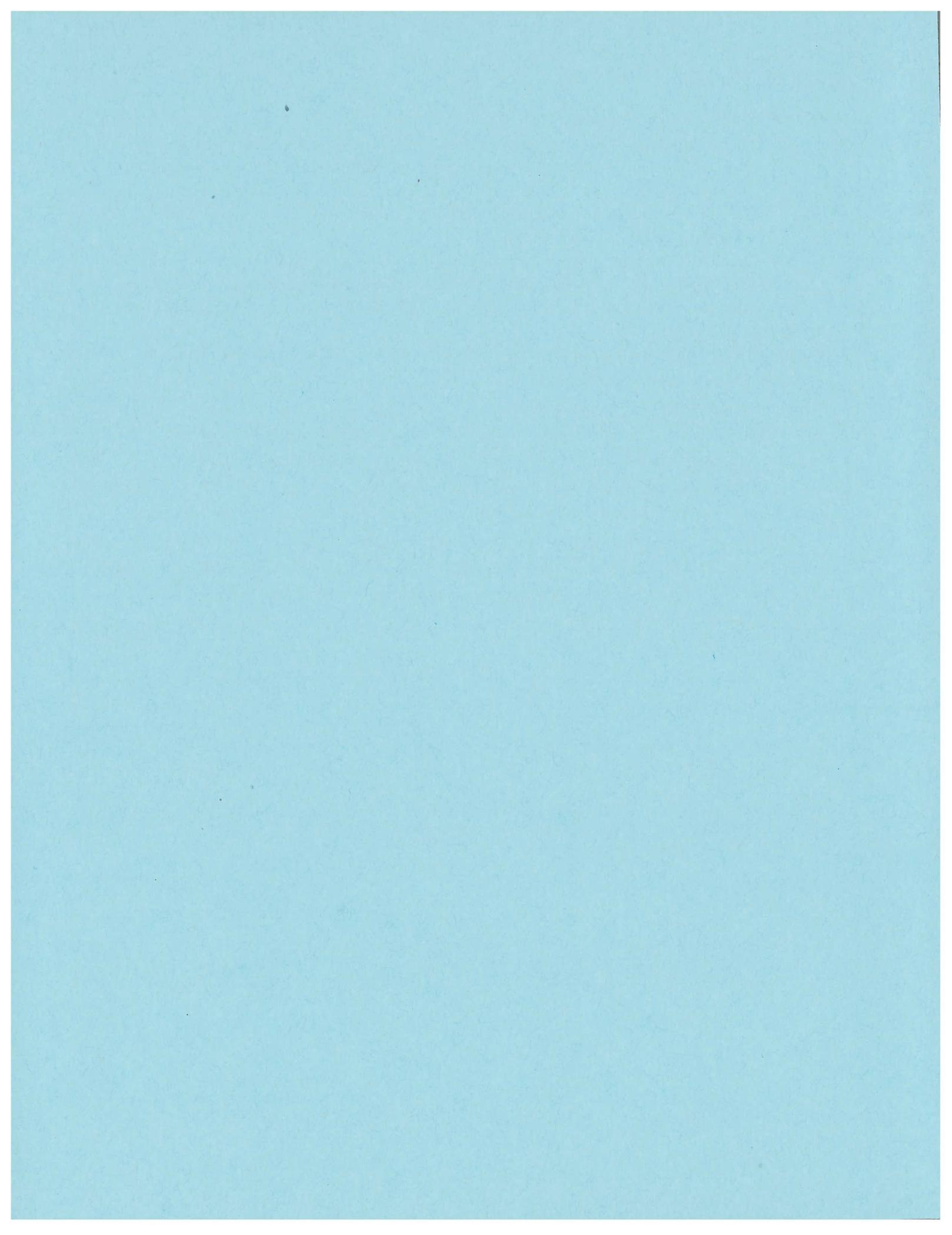
- Establish social media committee to explore best practices around social media messaging and implement findings. **Done.** Committee has been established. A report on the use of social media by FSU and competitors has been completed. An action plan for more aggressive use of social media has been established.
  - Ensure that all marketing and communication efforts reflect the University's commitment to inclusive excellence. **Done.** Marketing and communication photos and literature routinely feature students and members of the campus community from underrepresented groups.
- Support Requests for Legal Review
  - Review, negotiate and finalize contracts for Common App and Higher One software services. **Done.** Contracts were finalized in time for fall 2015 recruitment season.

## RETENTION

- Enhance Communication Efforts Aimed at Internal Audiences
  - Redesign Campus Currents to be more user-friendly and attractive. **Done.** Campus Currents is now housed on the website. A link to the webpage is sent out via email each Monday. The email also contains a list of events happening at the University for the next several weeks, including sporting events.
  - Develop additional forums for posting community news. **Done.** The Communications Office assists President Cevallos in compiling a monthly update of campus news and highlights that is distributed to the community via email. Efforts are underway to expand the University's reach on social media to provide additional outlets for sharing community news. More than 70 messages have been displayed on electronic boards; examples of events promoted include the President's Distinguished Lecture Series, undergraduate and graduate information sessions, intersession and summer classes, plays, concerts, and athletic events.
  - Generate and display posters, brochures and other visual and textual announcements for University events both internally and externally. **Done.** University events are widely publicized using posters, email, social media and print advertising.
  - Organize and promote speaker events to engage campus community, as well as to provide positive external exposure. **Done.** The Arts and Ideas booklet was published and is distributed widely. Press release are distributed for all feature speakers throughout the year. Several highlights this year include visit by Temple Grandin, which drew the largest crowd the University has had in many years. Promotion of *Science on State Street* was another big success, with more than 500 community members attending. *30th Anniversary of Challenger* drew television coverage and a large community attendance.
  - Ensure that all communication efforts reflect the University's commitment to inclusive excellence. **Done.** University publications routinely feature students and other members of the campus community from underrepresented groups.
- Support Requests for Legal Review
  - Review, negotiate and finalize contracts for Starfish, Naviance, Collegiate Link and Banner software service. **Done.** Contracts were negotiated and signed for all software.

## RESPONSIVENESS

- Further Communication among internal stakeholders
  - Assist in keeping University updated on new programs, efforts, initiatives undertaken by campus community. **Done.** The revamped Campus Currents, monthly presidential update, front page of the Web site, social media and direct e-mails from the Communications Office are all being utilized to keep the community apprised of new programs and initiatives undertaken by the campus community.
- Lead the collaborative process to maintain and advance FSU's brand by meeting with key stakeholders at the university to identify, evaluate and address their marketing needs for the coming year. **Done.** Marketing committee meets on a monthly basis. Meetings are routinely held with other stakeholders on campus.
- Establish a marketing committee to provide ongoing feedback and support for marketing efforts. **Done.** Marketing committee meets monthly.
- Respond to Requests for Legal Review
  - Provide Legal Services Review University documents (contracts, policies, MOU's, etc) received by members of community and respond within 2 weeks of receipt. **Done.** Contracts and MOU's are reviewed within 2 weeks' time.
- Assist with risk assessment review and protocol design to develop risk assessment/responsiveness process. **Done.** Risk assessment has been completed; process for addressing risks is underway.
- Assure that all Board meetings run efficiently and smoothly; respond to members' requests in a timely manner. **Done.** Board meetings and trustee requests continue to be a top priority.



## 8.0 Administration, Finance and Technology

## 8.0 Administration, Finance and Technology



## I. Trustee Action Items

### a. FY2017 FSU Trust Fund Budgets and Fees Approval

[Attachment](#)

- Consideration of approval of FY2017 Trust Fund budgets and associated fees schedule; contingent delegation to FSU BOT Finance Committee for revised College Operations fee based on final state appropriation funding.

### b. Personnel Actions Approval

[Attachment](#)

- Consideration of approval of presented personnel actions.

## II. Trustee Information Item

### a. Capital Updates – Major Summer Projects

- Science Project Backfill (Hemenway Hall & Annex) Components (state funded)
- O'Connor Hall Repositioning Project (retained revenues funding)
- Franklin Street Parking Lot Project (university revenue financing)
- Utilities Tunnel Repairs (state funded)
- May Hall AC Project (college operations support)
- Larned and Mann Roof Projects (MSCBA funding)
- Various Residence Hall Repairs (MSCBA funding)
- Bookstore Project (contract funding)
- Ram Statue Installation (private funding)

### b. Administration and Finance Division End-of-Year Summary Report

FY2016 A&F Division Goals – End of Year Report ([Updates](#))

#### Recruitment

- FSU's comprehensive costs below the Massachusetts state universities average and increased University- and Foundation-funded financial aid ([FSU T&F \\$623 below FY16 segment average; FY16 \\$211K increase in College-funded aid](#))
- College Planning Center facility renovation ([Completed](#))
- New FSU Web Site ([Completed](#))
- New Constituent Relationship Management (CRM) Solution for Enrollment Management ([Procurement Process in Selection Stage](#))
- Faculty/Staff recruitment process enhancements ([Instituted](#))

- Provide training, consultation, and guidance for search committees (Ongoing)
- Promote self-reflection and conversation around recognizing and minimizing cognitive error and implicit bias in the search process (Ongoing)
- Enhance campus landscaping as a component of various capital projects (Larned Beach enhancements completed; mascot sculpture installation planned)

### Retention

- Enhance facilities to improve teaching and learning, as well as, student life environments
  - Science Project Backfill Renovations (Scheduled Summer 2016)
  - Crocker Hall Renovation (Design completed; Deferred in order to expedite May Hall Project)
  - Potential property and facilities acquisitions to support expanded academic and student life programming (Mt. Wayte property acquisition completed; Warren Center acquisition completed, subsequent Ashland P&S under development)
- Enhance Information Technology Services
  - Continued Expansion of Wireless Access Coverage and Internet Bandwidth (Ongoing – another expansion component scheduled Summer 2016)
  - Continue to Improve Technology Enhanced Campus - Classrooms, Specialty Labs, General Purpose Labs, Library, and McCarthy Student Center (Furniture and Equipment scheduled for June 30 completion)
  - Development of New FSUgo Mobile Applications (Ongoing)
- Fund Retention Initiatives including Starfish Program and Retention Coordinator (Acquisition process completed; Retention Coordinator hiring approved)
- Employee retention programs
  - Improve new employee onboarding and staff orientation process (Ongoing)
  - Continue to implement the Equal Opportunity Plan; Customize education and training based on needs assessment (Training occurred during Winter Professional Development Days)
  - Review accommodation process and make recommendations for improvements (Ongoing)
  - Continue Campus Professional Development Days (Completed)
  - Develop compensation philosophy for professional staff positions (Completed)
- Create a pathway for expanded student entrepreneurship opportunities on the FSU Campus (Under Consideration)

### Responsiveness

- Science Project backfill renovations to support STEM programs (Backfill component scheduled Summer 2016)

- New residence hall construction to meet student enrollment demands and housing preferences (On schedule for Fall 2016 completion)
- O'Connor Hall repositioning to address office and meeting room needs (On schedule for Fall 2016 completion)
- Enhance Bookstore experience (Renovation scheduled for July 2016)
- Property acquisition and parking lot development to address parking constraints (Mt. Wayte acquisition completed); potential acquisition to expand academic and student life programming (Warren Center acquisition completed)
- Undertake Institutional Risk Assessment Program – Deloitte (Completed)
- IT Service Management solution implementation
  - Self-service portal and functionality to better facilitate problem resolution and coordinate management of configuration changes (Completed)
- Business Office Processes Review
  - Follow-up on priority recommendations from the third party assessment of finance, enrollment management and student accounts receivable use of the “Banner” software and ancillary systems - 12 follow-on projects and 15 smaller scale changes (Ongoing – multiple projects completed, underway, or planned)
  - Enhance current budgeting process to provide additional budget:actual information and streamline the budgeting process (Completed)
  - Redesign of the Banner Approval Queues process to leverage departmental oversight (Completed); automate review and approval of university legal and IT purchases (Under review)
  - Continue automation of financial reporting and analysis to improve timeliness of information (Ongoing)
- Increase Business Office training programs regarding procurement and contracts administration, budgeting, and fraud /risk/compliance (Ongoing – in conjunction with Banner utilization enhancement efforts)
- Exploration of additional NCAA athletic team (Under Consideration)
- University Services enhancements
  - Implement an assessment program for all service units within University Services to identify operational improvements and service enhancements (Operational reviews completed as part of performance reviews)
  - Continue working with Sodexo to evaluate and implement key recommendations from the Strategic Action Plan – including updated retail venues and healthy menu solutions (Completed)
  - Expand options for off-campus RamCash program and reinvigorate student and parent marketing of the program (Little Progress)
  - Incorporate graduation regalia sales into the Bookstore operation (Not undertaken)

- Athletics Department Bystander Intervention Training to all student athletes (Completed)
- Improve Nursing Mother's Room in Foster Hall (Completed; new facility will be provided in O'Connor Hall beginning Fall 2016)
- Implement policy regarding earned sick leave for part-time employees (Completed)
- Implement time collection devices in Facilities and Capital Planning (Completed)
- Continue implementation of training under our EOP - Online discrimination and Title IX training; Responsible Employee Training (Instituted as part of January Professional Development Days programming)
- Business Office renovations to present a hospitable, customer service environment (Completed)



**Framingham**  
State University

## **Framingham State University FY2017 Budget**

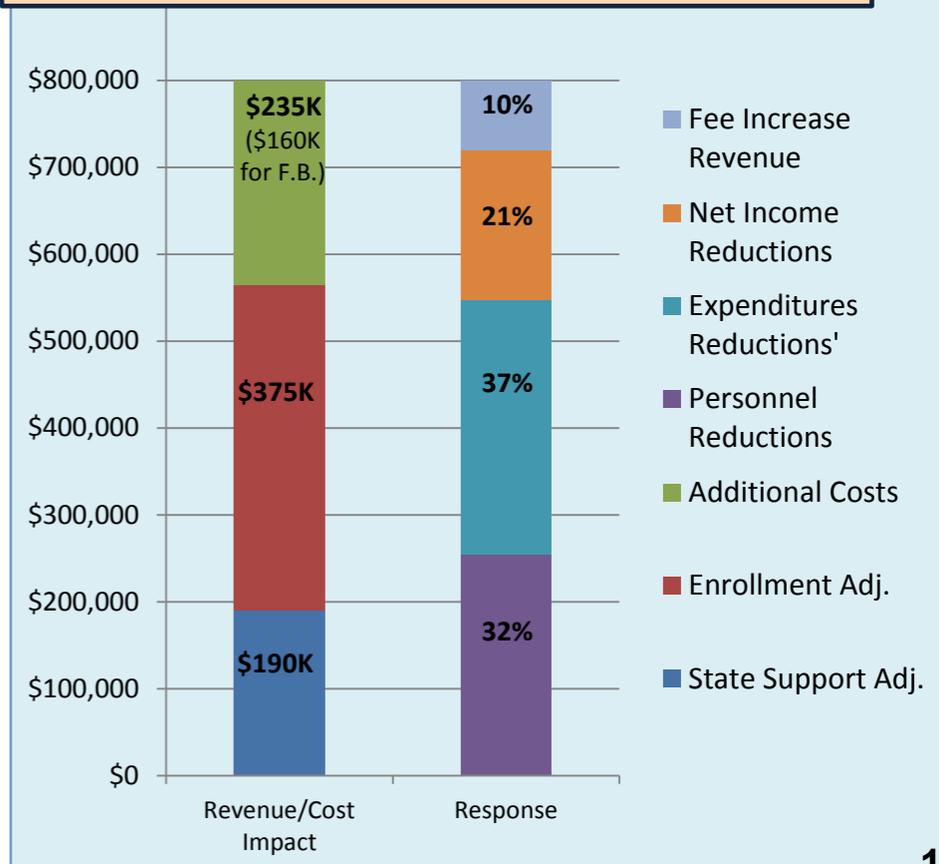
# FY2017 Budget Development Process: Assumptions and Adjustments (through March)

Assumptions	Original FY17 Pro Forma Budget	November Version	January Version	March Version
State Appropriations - Budgeted % Increase - Dollar Impact	3.7% Increase \$1.0M Increase over FY16	3.3% Increase (\$100K) Impact	3.0% Increase (\$90K) Impact	
Student Tuition and Fees - \$/Rate Increase - Income Impact	\$380 / 4.0% \$1.1M Increase over FY16			\$400 / 4.6% ; \$20 increase \$80K Impact
Enrollment - Growth Assumption - Income Impact	1.5% \$375K Increase over FY16	1.0% (\$125K) Impact	0.0% (\$250K) Impact	
TT/FTE Faculty & Staff Additions - Cost Impact (including C.B.)	6/2 & 6 \$1.8M (5.4%) Cost Increase	6/2 & 5 \$65K impact	5/1 & 4 (@\$65K – net 6 staff positions) \$130K Impact	
Fringe Benefits Costs - Cost Impact	5.0% cost increase \$90K Cost Increase over FY16	\$20K impact	10% cost increase (\$90K) \$40K Positions Reduction Impact	14% cost increase actual (\$70K) impact
Clg. Operations Line Item Adj. - Cost Impact	\$900K Cost Increase over FY16	Expenditures Additions (\$35K) \$75K reductions	\$100K Reductions	Contractors Additions (\$40K) \$57K Reductions
Financial Aid Funding - Cost Impact	\$150K Increase over FY16			
Trust Funds Budget Adjustments - Cost Impact	\$0 (Level Funding Base Budget)		\$60K Reductions	
Net Income Budgeted	\$200,000	\$100,000 \$100K Impact	\$0 \$100K Impact	\$27,000 (\$27K) impact
Summary Changes	Base FY17 Pro Forma Budget	Decreased State Funding to 3.3% Decreased Enrollment inc. to 1.0% Reduced 1 new staff position Reduced \$15K net expenditures Reduced Clg Ops \$100K net income	Decreased State Funding to 3.0% Decreased Enrollment inc. to 0.0% Reduced 1 new faculty & staff positions Reduced \$130K net expenditures Reduced \$100K net income	Increased fee rate by \$20; \$80K impact Recognized \$200K add. expenditures Reduced \$147K expenditures Net Income budgeted of \$27K

## Summary (Adjustments from original pro forma budget):

Decreased State Funding to 3.0%	(\$190,000)
Decreased Enrollment growth to 0%	(\$375,000)
Accounted for additional identified costs	(\$235,000)
Reduced 1 new faculty and 1 new staff positions	\$255,000
Reduced Non-Personnel Expenditures	\$292,000
Reduced College Operations Net Income	\$173,000
Increased Fee Rate by \$20 over original	<u>\$80,000</u>
<b>Net Result:</b>	<b>\$0</b>

**Budget Adjustments of \$800K were made over the course of three budget versions with responses predominantly focused on expenditure reductions.**



# Assumptions and Adjustments Made During FY2017 Budget Development Process

FY2017 Budget Alternatives in Response to Changing Enrollment/State Funding Assumptions		22-Jan-16
Context:	The major assumptions of the current pro forma budget for FY2017 include the following: Day enrollment increase of 1.0%; state appropriation increase of 3.7%; and, student fees increase of 4.4%. In light of current indications, it is possible that the enrollment and state appropriation targets will not be achieved. Further, there is growing discussions regarding mandating level student fees. If any combination of these targets are not met, expenditure reductions will need to be identified.	
Exercise:	Please identify degrees of expenditure reductions to address identified level of potential revenue reductions below current assumptions by adjusting the figures in the yellow shaded cells (current figures noted for example purposes only).	

**Summary:** 20% of respondents would address the identified FY2017 funding gap through delay of major capital projects  
 80% of respondents would address gap through selective adjustments - average of responses noted below:  
**Essentially across-the-board reductions of 1%-2% and reductions in budgeted new faculty and staff by 1 position in each category**

Revenue Impact of Key Factors Reductions:				
Assumed enrollment growth reduction (from current 1.0% increase assumption):	-1.0%	1.0		(\$258,770)
Based on revised target of level enrollment	Revised Assumption:	0.0%		
Assumed state appropriation support (from 3.7% appropriation increase assumption):	-1.0%	0.7		(\$193,676)
Based on funding of Collective Bargaining only	Revised Assumption:	3.0%		
				(\$452,446)

Expenditure Reduction Options:				
Current Assumption	Potential Adjustment	Savings	Average Number	Impact:
Net Income Current Budget: \$187K (0.3%)	Reduction of \$100K (maintain 0.1% floor)	\$100,000	1.0	\$98,750
Faculty - New TT hires: 6 (3.3% increase)	Reduction of 1.0 FTE (including F.B. costs)	\$84,500	1.3	\$105,625
Staff - New FT hires: 5 (1.5% increase)	Reduction of 1.0 FTE (including F.B. costs)	\$80,600	0.8	\$60,450
Trust Fund Transfers-In Reductions:	Reduction of 1.0%**Number"	\$15,400	2.0	\$30,800
Academic Affairs: \$1,000,000 Base	Budget Impact:	\$20,000	-1.4%	
Athletics: \$210,000 Base	Budget Impact:	\$4,200	-0.9%	
Public Safety: \$175,000 Base	Budget Impact:	\$3,500	-1.6%	
Health Services: \$25,000 Base	Budget Impact:	\$2,000	-0.6%	
Library: \$100,000 Base	Budget Impact:	\$6,000	-1.0%	
College Center: \$30,000 Base	Budget Impact:	\$600	-0.6%	
Other Trust Fund Reductions (EE-LL Expenses):	Reduction of 1.0%**Number"	\$13,000	2.0	\$25,513
Student Activities: \$570,000 Base	Budget Impact:	\$11,186	-2.0%	
General Purpose (Incl. Exc.; Dev.; Food Svc): \$600,000 Base	Budget Impact:	\$11,775	-2.0%	
Arts & Humanities: \$45,000 Base	Budget Impact:	\$883	-2.0%	
Career Services: \$100,000 Base	Budget Impact:	\$1,963	-2.0%	
College Ops Reductions:				
Contracted Faculty: \$3,368,000	Reduction of 1.0%**Number"	\$33,680	1.9	\$63,150
Contracted Staff: \$500,000	Reduction of 1.0%**Number"	\$5,000	1.8	\$9,063
Contracted Student Workers: \$750,000	Reduction of 1.0%**Number"	\$7,500	1.3	\$10,031
Overtime Pay: \$380,000	Reduction of 1.0%**Number"	\$3,800	1.6	\$6,175
Conference/Travel/Memberships: \$320,000	Reduction of 1.0%**Number"	\$3,200	2.5	\$8,080
Equipment: \$700,000	Reduction of 1.0%**Number"	\$7,000	2.1	\$14,700
Construction (Def. Maint.): \$260,000	Reduction of 1.0%**Number"	\$2,600	1.4	\$3,510
Financial Aid: \$2,589,000	Reduction of 1.0%**Number"	\$25,890	0.2	\$4,854
	from budgeted \$100K (4.0%) increase			
Other Identified Expenditure Reductions:	Additional Travel/Food beyond above			\$13,134
Fee Increases				
Above current \$380 (4.4%) budgeted increase	Increase of \$50 (0.6%)	\$156,000	0.0	\$0
<b>Net Revenue Impact:</b>	Fee Increase Impact:	\$0		<b>\$453,835</b>
	Aggregate Fee Increase:	\$380		Highlighted if < revenue target
		4.4%		

**Examples of budget reduction exercises workbooks are shown. Adjustments were made to both the FY2017 budget and to out-year (FY18-FY20) pro forma budget assumptions.**

FY2017-FY2020 Pro Forma Budget Alternatives Exercise #2	
Context:	The current FY2017-FY2020 General Operations pro forma budget - based on current identified assumptions - identifies a relatively balanced budget for FY2017 (with essentially no scheduled net income result). However, out-year projections (FY2018-FY2020) are still forecasting annual negative net income results based on current budget assumptions.
Exercise:	Please identify expenditure reductions to address the currently identified negative net income projections by adjusting the figures in the yellow shaded cells.

FY2018 Expenditure Reduction/Fee Increase Options:					
Current Assumption	Potential Adjustment	Savings	Factor		Impact:
Faculty Addition - New TT hires: 5	Reduction of 1.0 FTE (including F.B. costs) - if TT position decreased; VLS not decreased	\$90,000 (\$40,000)	2.0	10%	\$5,000
Staff Addition - New FT hires: 3	Reduction of 1.0 FTE (including F.B. costs)	\$85,000	4.0	19%	\$16,000
Staff Addition - Business Dean	Reduction of 1.0 FTE (including F.B. costs)	\$189,000	14.0	67%	\$126,000
Trust Funds Transfers-In Reductions:	Reduction of 1.0%**Number"	\$20,000	5.0	14%	\$5,000
College Ops Reductions:					
Contracted Staff: \$550,000	Reduction of 1.0%**Number"	\$5,500	10.0	24%	\$3,000
Contracted Student Workers: \$750,000	Reduction of 1.0%**Number"	\$7,500	2.0	5%	\$1,000
Conference/Travel/Memberships: \$300,000	Reduction of 1.0%**Number"	\$3,000	139.6	71%	\$20,000
Equipment: \$700,000	Reduction of 1.0%**Number"	\$7,000	31.0	43%	\$10,000
Financial Aid: \$2,600,000	Reduction of 1.0%**Number"	\$26,000	9.0	14%	\$11,000
Major Construction Projects Support: \$750,000	Reduction of 1.0%**Number"	\$7,500	17.7	24%	\$6,000
	Crocker/Library/Mayhew/Athletic Field Projects reduced/delayed to decrease ann. cost				
Other - Specified:	Commencement Changes		\$516,000	33%	\$25,000
	Honors Scholarships		\$40,000	10%	\$2,000
Fee Increases					
Above current \$400 (4.4%) budgeted increase	Increase of \$25 (0.3%)	\$100,000	9.5	29%	\$45,000
	Fee Add. Increase Impact:				\$13
	Aggregate Fee Increase:				\$413 4.5%

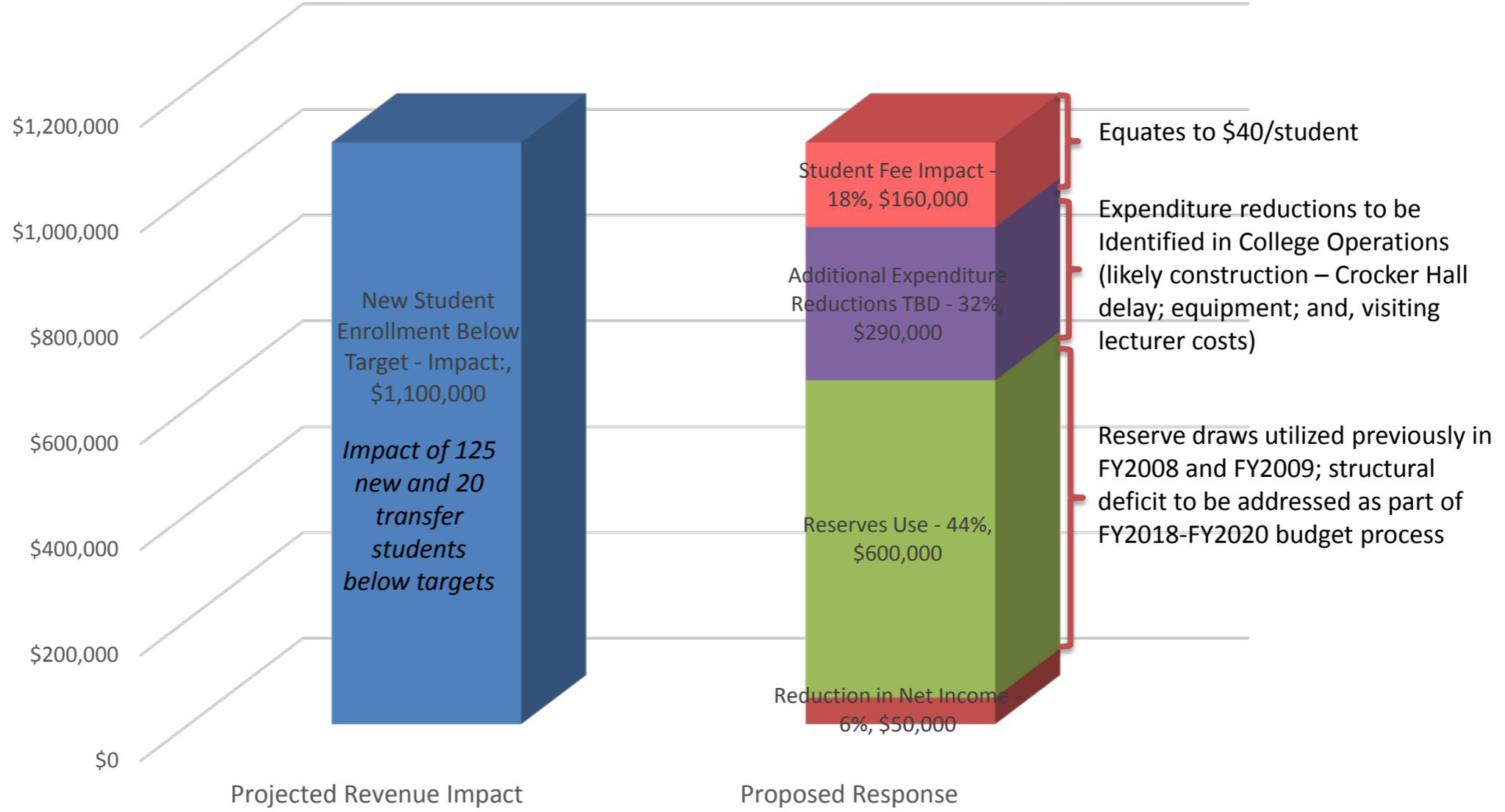
Net Impact:					
					<b>\$275,000</b>
					Highlighted if less than target
Summary			\$ Impact Average		
Top Selected Items	≥ 20%	\$ Reduction Average	When Selected	Taken	
Conference/Travel/Membership	71%	\$20,000	\$28,000	(\$25,000)	
Staff Addition - Business Dean	67%	\$126,000	\$189,000		
Equipment Reductions	43%	\$10,000	\$23,000	(\$15,000)	
Commencement Changes	33%	\$25,000	\$75,000	(\$25,000)	
Contracted Staff	24%	\$3,000	\$13,000		
Major Construction Projects	24%	\$6,000	\$25,000	(\$30,000)	
Fee Increase - Above \$400	29%	\$45,000	\$158,000	\$80,000	
		\$251,000	\$40 increase above \$400	\$20 increase above \$400	



Due to changes in FY2007 projected enrollment based on actual deposits (as of the May 1 deadline) a further round of budget adjustments were instituted as illustrated below.

### Additional May Budget Adjustment Exercise (Based on new student enrollment forecasted to be below target)

FY2017 Projected Student Enrollment Impact and Proposed Response





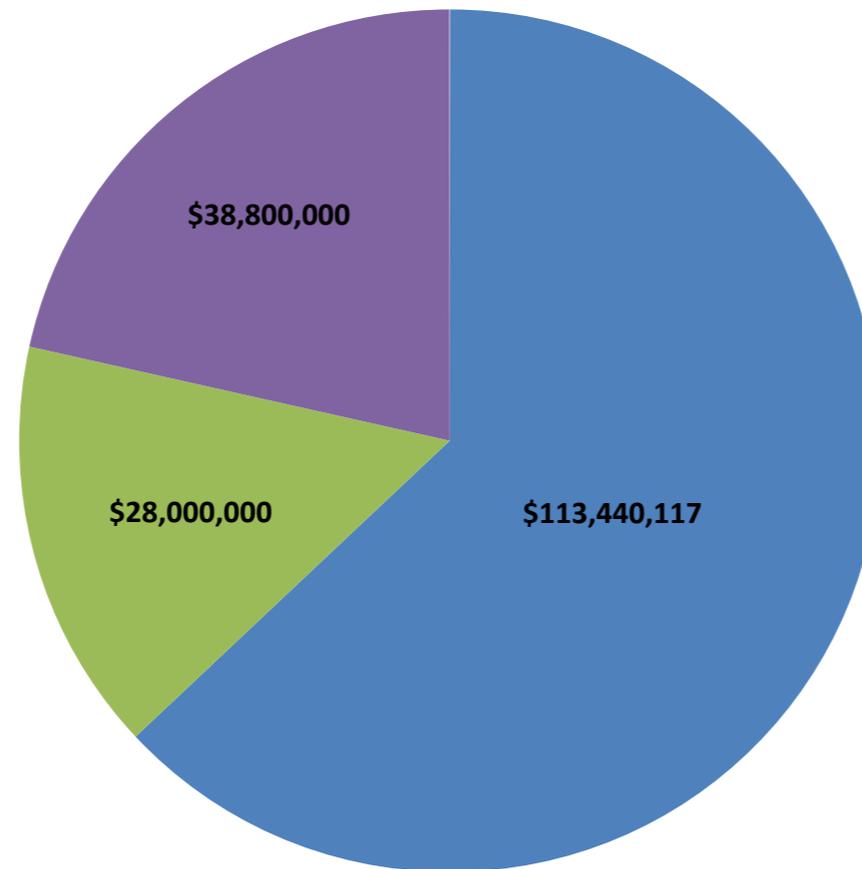
**FY2017 Budget Development Process Summary:**

- Revenue Adjustments were incorporated into the long range pro forma budget
  - Impact of changes in assumptions for both state appropriations and student enrollment
- Expenditure Adjustments of \$837K comprised the largest component of the response
  - Representing 44% of the total action taken in response to reduced projected revenues
- Student Fees Adjustments totaling \$60 over originally identified rates accounted for 12% of the aggregate budget adjustments
- Reductions in projected Net Income (\$223K) as well as planned Use of Reserves (\$600K) represented 44% of actions required to balance the proposed FY2017 budget



### Framingham State University FY2017 “All Funds” Budget Summary

**All Funds Budget Summary**



**FY2017 \$180.2M “All Funds” budget represents a reduction of \$2.1M (-1.2%) from FY2016:**

- > Operations increase \$5.6M (+4.8%)
- > Financial Aid Budget increase \$1.0M (+2.7%)
- > Capital Budget decrease \$8.9M (-34%)

*~ includes State G.O. funding support*

- Operating Budget
- Capital Budget
- Financial Aid Budget

**\$180.2 Million “All Funds” Budget**

**College Operating Budget - FY2017 All Funds Budget**

Revenues	State Appropriations	Retained Tuition Revenues	College Operations	Residence Life	Gen. Purpose/Auxiliary Ent.	Continuing Education	Athletics	Academic Support	College Center	Library	Student Activities	Other Trust Funds	Total	% of Total
State Appropriations	\$28,477,000												\$28,477,000	25%
State Authorized Retained Tuition		\$800,000											\$800,000	1%
State Funded Fringe Benefits (est.)	\$8,700,000	\$280,000											\$8,980,000	8%
Net Student Tuition & Fees - Day			\$27,879,000				\$1,041,300	\$269,100	\$897,000	\$390,000	\$546,000	\$487,500	\$31,509,900	28%
Net Student Tuition/Fees - Evening			\$1,700,000			\$6,100,450			\$78,300	\$133,110		\$78,300	\$8,090,160	7%
Contract Courses/Workshops - Evening					\$225,100	\$1,606,500							\$1,831,600	2%
Student Rents				\$15,708,800									\$15,708,800	14%
Student Meal Plans					\$7,280,000								\$7,280,000	6%
Gifts/Sales/Commissions				\$129,000	\$453,200	\$30,000	\$140,000		\$17,173			\$2,000	\$771,373	1%
Grants					\$100,000	\$50,000		\$8,900				\$2,200	\$161,100	0%
Interest/Miscellaneous			\$468,000	\$193,000	\$1,699,400	\$72,050	\$94,000	\$200		\$3,215	\$1,000	\$1,170	\$2,532,035	2%
Transfers In			\$3,535,500	\$0	\$1,027,000	\$50,000	\$206,000	\$1,571,800	\$28,159	\$101,600	\$15,000	\$199,000	\$6,734,059	6%
<b>Total Budgeted Revenues</b>	<b>\$37,177,000</b>	<b>\$1,080,000</b>	<b>\$33,582,500</b>	<b>\$16,030,800</b>	<b>\$10,784,700</b>	<b>\$7,909,000</b>	<b>\$1,481,300</b>	<b>\$1,850,000</b>	<b>\$1,020,632</b>	<b>\$627,925</b>	<b>\$562,000</b>	<b>\$770,170</b>	<b>\$112,876,027</b>	<b>100%</b>
Expenditures	State Appropriations	Retained Tuition Revenues	College Operations	Residence Life	Gen. Purpose/Auxiliary Ent.	Continuing Education	Athletics	Academic Support	College Center	Library	Student Activities	Other Trust Funds	Total	% of Total
Employee Compensation	\$28,477,000	\$800,000	\$5,813,000	\$1,409,500	\$588,700	\$1,228,091	\$63,297	\$107,602	\$117,560		\$2,000	\$108,800	\$38,715,550	34%
Employee Related Expenditures			\$141,000	\$8,900	\$28,700	\$14,400	\$32,500	\$280,422	\$1,780		\$57	\$10,850	\$520,809	0%
Special Employees			\$4,512,300	\$1,182,400	\$424,000	\$3,711,500	\$346,070	\$537,746	\$139,840	\$170,700	\$11,788	\$185,059	\$11,221,403	10%
Pension & Insurance	\$8,700,000	\$280,000	\$2,432,700	\$516,200	\$183,800	\$518,130	\$26,228	\$9,552	\$44,150	\$2,454	\$202	\$43,071	\$12,756,487	11%
Administrative Expenditures			\$2,038,900	\$369,300	\$569,200	\$368,750	\$359,550	\$232,695	\$82,950	\$57,590	\$74,817	\$96,360	\$4,250,112	4%
Facility Operations			\$456,100	\$252,500	\$107,900	\$10,129	\$271,250	\$217,097	\$32,600	\$358,250	\$310,352	\$81,970	\$2,098,148	2%
Utilities/Space Rentals			\$3,450,000	\$1,508,000		\$2,000	\$950						\$4,960,950	4%
Consultant/Contracted Services			\$552,000	\$12,500	\$55,500	\$47,000	\$8,500	\$45,425	\$83,350		\$68,608	\$84,460	\$957,343	1%
Operational Services			\$249,500	\$48,500	\$6,497,200	\$15,000	\$80,750	\$134,925	\$500		\$2,600	\$31,300	\$7,060,275	6%
Equipment			\$481,400	\$24,500	\$235,500	\$1,000	\$33,000	\$52,162	\$4,456	\$3,031	\$10,500	\$50,907	\$896,456	1%
Equipment Lease			\$480,000	\$148,000	\$15,600	\$1,000	\$22,400	\$62,761	\$3,986	\$1,700	\$17,650	\$8,449	\$761,546	1%
Purchased Services			\$79,000	\$10,000	\$9,000	\$2,000	\$138,305	\$25,650	\$9,060		\$27,889	\$4,000	\$304,904	0%
Construction/Facilities Operations			\$1,393,000	\$87,500	\$298,500		\$5,000	\$500				\$600	\$1,785,100	2%
Information Technology			\$3,417,100	\$245,000	\$49,800	\$14,000	\$3,500	\$43,868	\$12,050	\$32,000	\$11,538	\$49,525	\$3,878,381	3%
Aid/Waivers/Entitlement Programs			\$2,520,000	\$288,000	\$33,000	\$401,000		\$26,495			\$6,900	\$500	\$3,275,895	3%
Payments/Debt Service			\$2,556,000	\$9,918,000	\$1,206,000	\$0	\$90,000		\$474,000				\$14,244,000	13%
Transfers Out			\$3,610,500	\$120,000	\$317,300	\$1,575,000		\$96,100	\$12,100		\$16,100	\$5,659	\$5,752,759	5%
<b>Total Budgeted Expenditures</b>	<b>\$37,177,000</b>	<b>\$1,080,000</b>	<b>\$34,182,500</b>	<b>\$16,148,800</b>	<b>\$10,619,700</b>	<b>\$7,909,000</b>	<b>\$1,481,300</b>	<b>\$1,873,000</b>	<b>\$1,018,382</b>	<b>\$627,925</b>	<b>\$561,000</b>	<b>\$761,510</b>	<b>\$113,440,117</b>	<b>100%</b>
Transfers In/Out from Reserves			\$600,000		(\$600,000)									
<b>Budgeted Net Income Result</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$118,000)</b>	<b>(\$435,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$23,000)</b>	<b>\$2,250</b>	<b>\$0</b>	<b>\$1,000</b>	<b>\$8,660</b>	<b>(\$564,090)</b>	<b>-0.5%</b>
Percent of Total	33%	1%	30%	14%	0%	7%	1%	2%	1%	1%	0%	1%	100%	

Remitted Tuition (\$350,000) Positive NI budgeted FY15-FY16 (set-aside) Includes Warren Ctr. sale proceeds - net Negative NI FY17-FY18 due to add. debt svc.

**All Funds Operations Net income of -\$564K**

**Other Funds Capital Budget - FY2017**

Revenue Sources	College Funding	DCAM Funding	College Financing	MSCBA Funding	Total
Capital Expenditures	\$1,100,000	\$7,080,000	\$1,000,000	\$18,820,000	\$28,000,000

Operating Budget (less Aux. Ent.) \$86,671,617  
 State Support (Approp. Plus F.B. Funding less Remitted Tuition) \$37,107,000  
**State Support as % of Non-Aux. Operations: 42.8%**  
**State Support per Undergraduate Student: \$8,600**

**Other Funds Financial Aid Budget - FY2017**

Revenue Sources (College Administered)	Federal Loans	Non-Federal Loans	State NIL Loans	Federal Grants	State Grants	Foundation (FSU) Grants	Other Grants	Indep. Alumni Grants & Loans	FSU DGCE Waivers	Total
Financial Aid Expenditures	\$23,000,000	\$5,200,000	\$500,000	\$5,900,000	\$3,000,000	\$480,000	\$236,000	\$84,000	\$400,000	\$38,800,000

**Total Grants \$10,100,000** 26%  
**Total Loans \$28,700,000** 74%

**FY2017 All Budgeted Expenditures - Proforma Total**

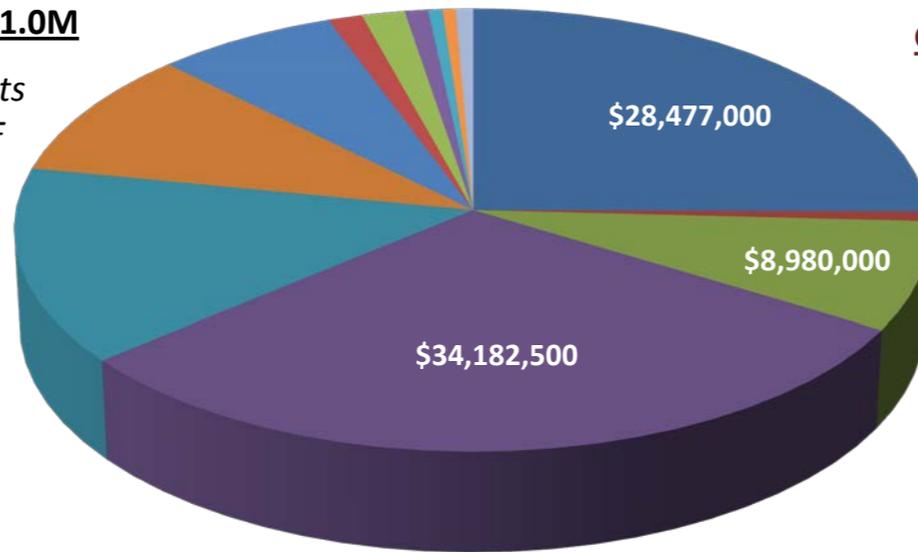
<b>Budgeted Expenditures</b>	<b>Total</b>
<b>Operating/Capital/Financial Aid</b>	<b>\$180,240,117</b>



## Framingham State University FY2017 Operating Budget Summary

### At 85% Funding of Collective Bargaining Costs (3.0% Increase)

**Trust Funds: \$41.0M**  
*Balanced budgets except for Res. Life TF due to anticipated additional debt service coverage and General Purpose TF due to Warren Center net proceeds.*



**General Operations Funds: \$72.4M**

- State Appropriations
- Direct Paid State Fringe Benefits Support
- College Operations

Depending on actual State Appropriation support, adjustments between College Operations- and State-Funded expenditures will occur; two scenarios are presented.

**\$113.4 Million Operating Budget**



### Framingham State University FY2017 Operating Budget Key Parameters

Assumes revised enrollment targets (-3.2% FTE decrease)

The base scenario assumes that the Commonwealth will fund 85% of “state share”  
Collective Bargaining costs (\$800K of \$927K identified incremental costs)

### Budget Summary

**@ 85% Funding of Coll. Bargaining**

#### State Appropriations

**\$28.5M (3.0%)**

#### Student Charges

**Day Student Tuition and Fees – Increase (Annual)**

**\$440 (5.0%)**

Residence Hall Rates – Increase (Annual)

\$300 (3.9%)

Dining Rates – Increase (Annual)

\$110 (3.3%)

DGCE Undergraduate – Increase (per course)

\$41 (4.0%)

DGCE Graduate – Increase (per course)

\$45-\$52 (4.0%)

**Comprehensive Charges for Tuition, Fees, Room, and Board – Increase (Annual)**

**\$850 (4.3%)**

**Budgeted Use of Fund Balance Reserves**

**\$600K**

Institution-Funded Financial Aid – Increase

\$150K (6.0%)

Faculty Positions – Full Time Tenure Track Positions Increase  
(increase to address “15% rule” issue; net FTE increase: 1.0)

5

Staff Positions – Increase

6

(funding comparable to 4 budgeted positions as lower cost staff positions selected/contractors reduced)

Budgeted General Operations Net Income

\$0K

Scenario 1  
Assumptions



Framingham State University tuition and fees are projected to remain the lowest of the state university peer institutions. Comprehensive costs for tuition and fees, room and board are projected to be \$533 less than the segment average (long range positioning anticipates FSU to be near the median in the segment).

**State Universities Student Cost Comparison: AY2016-2017**

Peers Tuition and Fees, Room and Board - Inflated at 4.5%/3.3%/3.0%

	FY17 Resident Tuition and Fees	FY17 Room	FY17 Board	FY2017 Total	Total Increase	% Increase
Bridgewater	\$9,500	\$7,977	\$3,630	\$21,107		
Fitchburg	\$10,135	\$6,836	\$3,260	\$20,231		
<b>Framingham</b>	<b>\$9,140</b>	<b>\$7,960</b>	<b>\$3,450</b>	<b>\$20,550</b>	\$850	4.3%
Salem	\$9,662	\$8,735	\$3,530	\$21,927		
Westfield	\$9,160	\$8,110	\$3,780	\$21,050		
Worcester	\$9,200	\$8,285	\$3,620	\$21,104		
Sister Universities Average	\$9,529	\$7,987	\$3,564	\$21,083		
Framingham Rank - Sister Colleges				<b>2nd Lowest</b>		
FSU \$ Difference from Avg.	-\$389	-\$26	-\$114	<b>-\$533</b>		
FSU % Difference from Avg.	-4.1%	-0.3%	-3.2%	<b>-2.5%</b>		

“Sister Colleges” reported preliminary FY2017 fees increases range from \$200 to \$700 (contingent upon ultimate state funding)

FY2017 FSU Tuition and Fees anticipated to remain lowest of the comprehensive state universities

<b>Assumptions:</b>	<b>Fees: \$440 increase (5.0%)</b>	<i>Revenue Impact: 5.7%</i>
	Rent: \$300 increase (3.9%) - weighted avg rate	
	Board: \$110 increase (3.3%)	
<b>Comprehensive Charges:</b>	<b>\$850 Increase (4.3%)</b>	

DGCE Student Charges	Increases:	Comparable Costs:
➤ Undergraduate:	\$41 per course 4.0%	\$8,440 for 8 courses
	- cost per credit hour remains lowest among sister universities	
➤ Graduate (excl. MBA/MSN/PSM)	\$45 per course 4.0%	\$9,360 for 8 courses
➤ Graduate – MBA, MSN, PSM	\$52 per course 4.0%	\$10,896 for 8 courses

# Five Year Pro Forma General Operations Budget Key Parameters

Major Factors Assumptions (based on May 9 proj. enrollment update)	FY2016	FY2017	FY2018	FY2019	FY2020
<b>State Appropriations Support</b> (net with coll. barg. reserves funding)	\$27,637,347	\$28,477,000	\$29,430,000	\$30,415,000	\$31,418,000
% Annual Increase	3.8%	3.0%	3.3%	3.3%	3.3%
<b>Student Generated Net Revenues</b> (rate and enrollment impact)	\$28,977,000	\$29,579,000	\$30,350,000	\$31,297,000	\$32,460,000
% Annual Increase	1.8%	2.1%	2.6%	3.1%	3.7%
<b>Enrollment (Day FTE) Projections</b> (new target of 730 New Freshmen annually)	4,190	4,032	3,913	3,835	3,795
% Annual Increase	-0.9%	-3.8%	-3.0%	-2.0%	-1.0%
<b>Student Financial Aid (Institutional Grants/Waivers) Support</b>	\$2,400,000	\$2,520,000	\$2,670,000	\$2,831,000	\$3,000,000
% Annual Increase	4.8%	5.0%	6.0%	6.0%	6.0%
<b>Annual Debt Service Projection</b>	\$4,297,500	\$4,600,000	\$4,765,000	\$4,935,000	\$5,187,000
Debt Burden Ratio (including FY2015 issuances)	4.6%	4.7%	4.7%	4.7%	4.7%
<b>Strategic Priorities Fund</b> (includes projected debt service coverage funds)	\$3,692,000	\$3,770,000	\$3,891,000	\$3,982,000	\$4,033,000
<b>Day Faculty Positions</b> (FTEs - avg. net FTE decrease: -0.4%)	269	266	265	264	263
Day TT Positions (Net 1.0 FT position annually: +2TT-1FTT)	175	180	182	184	186
Students per FTE Faculty (FY11 Ratio: 16.5:1)	15.6	15.2	14.8	14.5	14.4
<b>Staff Positions</b> (Level staffing FY2018-FY2020)	330	336	336	336	336
Students per FTE Staff - including Deans positions (FY11 Ratio: 12.7:1)	12.8	12.0	11.6	11.4	11.3
<b>Personnel Costs</b>	\$33,380,347	\$34,690,000	\$35,964,000	\$37,037,000	\$38,177,000
Annual Percentage Increase	5.8%	3.9%	3.7%	3.0%	3.1%
<b>Projected Annual Net Income</b> (outyears to be adjusted as process proceeds)	\$50,000	\$0	\$0	\$0	\$0
<b>Projected Fund Balances Reserves Use</b>		(\$600,000)	(\$400,000)	(\$200,000)	\$0

## Highlights

General Operations budget aligns with Strategic Plan assumptions

- Enrollment
- Student Charges
- Financial Aid
- Faculty and Staff
- Debt Service

- Strategic Priorities addressed
- Budget developed within five year pro-forma budget context

Student Costs Assumptions	FY2016	FY2017	FY2018	FY2019	FY2020
<b>Projected Student Charges:</b>					
Tuition and Fees	\$8,700	\$9,140	\$9,620	\$10,090	\$10,560
Increase over prior year	\$380	\$440	\$480	\$470	\$470
% Increase	4.6%	5.0%	5.3%	4.9%	4.7%
Rent	\$7,660	\$7,960	\$8,260	\$8,560	\$8,850
Increase over prior year	\$280	\$300	\$300	\$300	\$290
Board	\$3,340	\$3,450	\$3,560	\$3,680	\$3,810
Increase over prior year	\$120	\$110	\$110	\$120	\$130
<b>Framingham Costs</b>	\$19,700	\$20,550	\$21,440	\$22,330	\$23,220
<b>State College Peers Costs</b>	\$20,323	\$21,083	\$21,884	\$22,697	\$23,515
Difference - FSU vs Peers	(\$623)	(\$533)	(\$443)	(\$366)	(\$295)
Rank	2nd Lowest				
<b>Aggregate Annual \$ Increase</b>	\$780	\$850	\$890	\$890	\$890
<b>Aggregate Annual % Increase</b>	4.0%	4.3%	4.3%	4.2%	4.0%

Revenue (fees) and expenditure adjustments made in out-years of pro forma budget to produce projected balanced budgets.

Comprehensive Student Charges increase 4.3% to 4.0% annually



**Fee Schedule – College Operations Associated Fee Ranges**  
Based on Various State Funding Levels/Enrollment at Revised Assumption

	<u>State Funding Level</u>	<u>College Operations Fee Increase</u>	
<b>At Current Funding Level</b>	\$27.7M (0.0%)	\$640 (7.4%)	
	<b>\$27.9M (1.0%)</b>	<b>\$590 (6.8%)</b>	– Governor’s / House W&M Budget Level* (Scenario 2)
	\$28.1M (1.6%)	\$540 (6.2%)	
	\$28.3M (2.2%)	\$490 (5.6%)	
<b>At 85% Funding of FY17 Contracts</b>	<b>\$28.5M (3.0%)</b>	<b>\$440 (5.0%)</b>	– <b>Basis for Budget Development (Scenario 1)</b>
At 100% Funding of Contracts	\$28.7M	\$440	– Net Income Restoration / Trust Funds Restoration
	\$28.9M	\$440	– Additional Financial Aid Support / Admissions Support
	\$29.1M	\$390	
	\$29.3M	\$340	
<b>At BHE Budget Request Level</b>	\$29.5M (6.5%)	\$290 (3.3%)	

House Budget 1% increase (Scenario 2) likely state funding floor.  
Budget Assumption (Scenario 1) assumes state support increase of 3.0%;

\* Includes estimate of performance funding reserve allocation

# FY2017 Budget Scenarios Summary

## FSU Budget Development Based on Funding of Collective Bargaining Scenario

### Scenario 1: (at revised enrollment projections)

State funding at 3.0% increase which would represent 85% of collective bargaining incremental costs

<b>FSU "All Funds" FY2017 Budget:</b>	<b>\$180.2 Million</b>
Operating Budget	\$113.4 Million
Capital Budget	\$28.0 Million
Financial Aid Budget	\$38.8 Million

Operating Budget Revenues Summary	Fiscal Year 2016	Fiscal Year 2017	\$ Change	% Change
State Appropriations (3.0% Increase - with reserve share)	\$27,637,347	\$28,477,000	\$839,653	3.0%
Retained Non-Resident Tuition	\$825,000	\$800,000	(\$25,000)	-3.0%
Direct Paid State Fringe Benefits Support	\$7,886,000	\$8,980,000	\$1,094,000	13.9%
College Operations - Net (\$440 FT Day Annual Fee Increase)	\$33,362,560	\$33,582,500	\$219,940	0.7%
Residence Life (FY17 includes impact of new residence hall)	\$14,274,650	\$16,030,800	\$1,756,150	12.3%
General Purpose (Dining/Bookstore/Warren Ctr)	\$10,286,400	\$10,784,700	\$498,300	4.8%
Continuing Education (\$41-\$52/Course Fee Increase)	\$7,650,500	\$7,909,000	\$258,500	3.4%
Athletics	\$1,501,500	\$1,481,300	(\$20,200)	-1.3%
Academic Support (FY17 includes decentralization transfers)	\$1,546,600	\$1,850,000	\$303,400	19.6%
College Center	\$1,022,430	\$1,020,632	(\$1,798)	-0.2%
Library	\$622,340	\$627,925	\$5,585	0.9%
Student Activities	\$557,000	\$562,000	\$5,000	0.9%
Other Trust Funds	\$730,000	\$770,170	\$40,170	5.5%
<b>Total</b>	<b>\$107,902,327</b>	<b>\$112,876,027</b>	<b>\$4,973,700</b>	<b>4.6%</b>

Student Costs Summary	Fiscal Year 2016	Fiscal Year 2017	\$ Change	% Change
<b>Day Students</b>				
<b>Tuition and Fees - Full Time</b>	\$8,700	\$9,140	\$440	5.0%
Rent - Average	\$7,660	\$7,960	\$300	3.9%
Dining - 19 Meal Plan	\$3,340	\$3,450	\$110	3.3%
<b>Comprehensive Student Charges</b>	<b>\$19,700</b>	<b>\$20,550</b>	<b>\$850</b>	<b>4.3%</b>
<b>DGCE Students</b>				
DGCE Undergraduate Students			\$41	4.0%
DGCE Graduate Students			\$45-\$52	4.0%

Strategic Priorities Initiatives Pool - Unallocated Funding: \$0      **Budgeted Operations Net Income: \$0**  
Reserves Use: \$600K

## FSU Budget Development Based at House Ways & Means Funding Level

### Scenario 2: (at revised enrollment projections)

State funding at Governor/House budget recommendation (1.0% increase)

<b>FSU "All Funds" FY2017 Budget:</b>	<b>\$180.2 Million</b>
Operating Budget	\$113.4 Million
Capital Budget	\$28.0 Million
Financial Aid Budget	\$38.8 Million

Operating Budget Revenues Summary	Fiscal Year 2016	Fiscal Year 2017	\$ Change	% Change
State Appropriations (1.0% Increase - with reserve share)	\$27,637,347	\$27,917,000	\$279,653	1.0%
Retained Non-Resident Tuition	\$825,000	\$800,000	(\$25,000)	-3.0%
Direct Paid State Fringe Benefits Support	\$7,886,000	\$8,980,000	\$1,094,000	13.9%
College Operations - Net (\$550 FT Day Annual Fee Increase)	\$33,362,560	\$34,142,500	\$779,940	2.3%
Residence Life (FY17 includes impact of new residence hall)	\$14,274,650	\$16,030,800	\$1,756,150	12.3%
General Purpose (Dining/Bookstore/Warren Ctr)	\$10,286,400	\$10,784,700	\$498,300	4.8%
Continuing Education (\$41-\$52/Course Fee Increase)	\$7,650,500	\$7,909,000	\$258,500	3.4%
Athletics	\$1,501,500	\$1,481,300	(\$20,200)	-1.3%
Academic Support (FY17 includes decentralization transfers)	\$1,546,600	\$1,850,000	\$303,400	19.6%
College Center	\$1,022,430	\$1,020,632	(\$1,798)	-0.2%
Library	\$622,340	\$627,925	\$5,585	0.9%
Student Activities	\$557,000	\$562,000	\$5,000	0.9%
Other Trust Funds	\$730,000	\$770,170	\$40,170	5.5%
<b>Total</b>	<b>\$107,902,327</b>	<b>\$112,876,027</b>	<b>\$4,973,700</b>	<b>4.6%</b>

Student Costs Summary	Fiscal Year 2016	Fiscal Year 2017	\$ Change	% Change
<b>Day Students</b>				
<b>Tuition and Fees - Full Time</b>	\$8,700	\$9,290	\$590	6.8%
Rent - Average	\$7,660	\$7,960	\$300	3.9%
Dining - 19 Meal Plan	\$3,340	\$3,450	\$110	3.3%
<b>Comprehensive Student Charges</b>	<b>\$19,700</b>	<b>\$20,700</b>	<b>\$1,000</b>	<b>5.0%</b>
<b>DGCE Students</b>				
DGCE Undergraduate Students			\$41	4.0%
DGCE Graduate Students			\$45-\$52	4.0%

Strategic Priorities Initiatives Pool - Unallocated Funding: \$0      **Budgeted Operations Net Income: \$0**  
Reserves Use: \$600K



**Framingham**  
State University

**Framingham State University**

**Request for Trustee Action**

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Date: May 17, 2016

Subject: **Framingham State University FY2017 Trust Fund Budgets and Fees Approval**

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RESOLUTION

The Framingham State University Board of Trustees (the "Trustees") hereby approves the attached Framingham State University Fiscal Year 2017 Trust Fund Budgets and associated fees schedules.

Further, the Framingham State University Board of Trustees (the "Trustees") hereby approves delegation to the Board of Trustees Finance Committee (the "Finance Committee") authority to review and approve any adjustments to the College Operations Trust Fund and its associated student fee schedule based on any changes in assumptions related to anticipated FY2017 state funding support. Notice of any changes in the College Operations Trust Fund and associated student fee schedule will be provided to the full Board of Trustees at its next regularly scheduled meeting.

## PERSONNEL ACTIONS

### 3<sup>RD</sup> YEAR REVIEW & REAPPOINTMENT TO 4<sup>TH</sup> YEAR

Agartan, Kaan	Assistant Professor Sociology	Effective: 09/01/2016
Chen, Cheng-Fu	Assistant Professor World Languages	Effective: 09/01/2016
Cho, Seunghye	Assistant Professor Fashion Design & Retailing	Effective: 09/01/2016
Gorman, Andrea	Assistant Professor Food & Nutrition	Effective: 09/01/2016
Guadalupe-Diaz, Xavier	Assistant Professor Sociology	Effective: 09/01/2016
Hara, May	Assistant Professor Education	Effective: 09/01/2016
Hartwiger, Alexander	Associate Professor English	Effective: 09/01/2016
Johnson, Ann	Assistant Professor Food & Nutrition	Effective: 09/01/2016
Knapp, Amy	Assistant Professor Biology	Effective: 09/01/2016
Mills-Henry, Ishara	Assistant Professor Biology, Chemistry, Food Science	Effective: 09/01/2016
Ndinguri, Erastus	Assistant Professor Business	Effective: 09/01/2016
Papaioannou, Stefan	Assistant Professor History	Effective: 09/01/2016
Sachs, Charles	Assistant Professor Psychology & Philosophy	Effective: 09/01/2016

Stephens, Niall	Assistant Professor Communication Arts	Effective: 09/01/2016
Waetzig, Shelli	Assistant Professor Chemistry & Food Science	Effective: 09/01/2016

## 4th YEAR REVIEW &amp; REAPPOINTMENT TO 5th YEAR

Bihler, Lori	Assistant Professor History & Education	Effective: 09/01/2016
Brinkman, Bartholomew	Assistant Professor English	Effective: 09/01/2016
Grey, Stephanie	Assistant Professor Art & Music	Effective: 09/01/2016
Luna Freire, Juliana	Assistant Professor World Languages	Effective: 09/01/2016
Marcum, Jesse	Assistant Professor Chemistry & Food Science	Effective: 09/01/2016
McKenna, Lawrence	Assistant Professor Physics & Earth Science	Effective: 09/01/2016
Rossi, Nicole	Assistant Professor Psychology	Effective: 09/01/2016

## 5th YEAR REVIEW &amp; REAPPOINTMENT to 6th YEAR

Anderson, Lori	Assistant Professor Economics	Effective: 09/01/2016
Apostolidis, Emmanouil	Assistant Professor Chemistry and Food Science	Effective: 09/01/2016
Atchison, Benjamin	Assistant Professor Mathematics	Effective: 09/01/2016
Ball, Daisy	Assistant Professor Sociology	Effective: 09/01/2016

Cressey, James	Assistant Professor Education	Effective: 09/01/2016
Ferraro, Vincent	Assistant Professor Sociology	Effective: 09/01/2016
Ju, Hae Won	Assistant Professor Fashion Design & Retailing	Effective: 09/01/2016
Mulhall Adelman, Sarah	Assistant Professor History	Effective: 09/01/2016
Witt, Sam	Assistant Professor English	Effective: 09/01/2016
Li, Zhe	Assistant Professor Business	Effective: 09/01/2016

## FULL TIME TEMPORARY APPOINTMENTS

Banks, Elizabeth	Instructor English	Effective: 9/1/2016 Annual Salary Rate: \$54,000
DiSabato, Lorianne	Assistant Professor English	Effective: 9/1/2016 Annual Salary Rate: \$75,577.35
Karat, Ella	Instructor Psychology & Philosophy	Effective: 9/1/2016 Annual Salary Rate: \$55,000
Kellett, Katherine	Assistant Professor Psychology & Philosophy	Effective: 9/1/2016 Annual Salary Rate: \$61,083.06
Nelson, Tamara	Instructor Psychology & Philosophy	Effective: 9/1/2016 Annual Salary Rate: \$50,349

## TENURE TRACK FACULTY APPOINTMENTS

Horvath, Patricia	Assistant Professor Business	Effective: 9/1/2016 Annual Salary Rate: \$74,500.00
Islam, Imran	Assistant Professor Fashion Design & Retail	Effective: 9/1/2016 Annual Salary Rate: \$65,000.00

FACULTY PROMOTIONS

Arpin, Sheree	Associate Professor Mathematics	Effective: 9/1/2016
Bechtel, Cynthia	Professor Nursing	Effective: 9/1/2016
Gonzalez, Virgen (Millie)	Librarian Library	Effective: 9/1/2016
Singh, Vandana	Professor Physics & Earth Science	Effective: 9/1/2016
Sjuib, Fahline	Professor Economics	Effective: 9/1/2016

TENURE

Bollettino, Maria (Lisa)	Associate Professor History	Effective: 9/1/2016
McMakin, Deborah	Associate Professor Psychology & Philosophy	Effective: 9/1/2016
Sedlock, Nicholas	Associate Professor Mathematics	Effective: 9/1/2016
Shearman, Rebecca	Associate Professor Biology	Effective: 9/1/2016

STAFF APPOINTMENTS

Haskins, Amanda	Staff Assistant Residence Life Replacement	Effective: 3/21/2016 Annual Salary Rate: \$31,000.06
Hershberger, Jeffrey	Director Campus Services & Project Mgmt Replacement	Effective: 4/19/2016 Annual Salary Rate: \$83,000.06

## STAFF PROMOTIONS

Luoto, Amy	Staff Associate Development and Alumni Relations New	Effective: 5/2/2016 Annual Salary Rate: \$58,377.02
Pritchard, Erica	Assistant Director Admissions Replacement	Effective: 3/21/2016 Annual Salary Rate: \$45,191.38

## RETIREMENTS

Dalton, Deborah	Director Student Accounts	Effective: 3/25/2016
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## SEPARATIONS/RESIGNATIONS

Ayotte, David	Director Human Resources	Effective: 3/31/2016
Brookby, Silvy	Assistant Professor Education	Effective: 05/27/2016
Craig, Theresa	Assistant Director Child Development Lab	Effective: 4/13/2016
Enz, Michael	Associate Professor Economics	Effective: 3/16/2016
Molly Goguen	Staff Assistant Academic Success & Advising	Effective: 5/13/2016
Kurowski, Brian	Assistant Director Development	Effective: 4/5/2016
Linehan, Jessica	Staff Assistant Residence Life	Effective: 3/25/2016

## 9.0 New Business

## PROPOSED MEETING DATES FOR AY2016-17

- Wednesday, September 28, 2016
- Wednesday, November 30, 2016
- Wednesday, January 25, 2017
- Wednesday, March 22, 2017
- Wednesday, May 17, 2017