



# Framingham

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## State University

**Framingham State University**  
**Academic Affairs Subcommittee of the Board of Trustees**

**January 20, 2016**  
**8:00 a.m. – 9:30 a.m.**  
**President's Conference Room (PCR) II – Athletic Center**





Academic Affairs Committee of the Board of Trustees  
Wednesday, January 20, 2016  
PCR2  
8:00-9:30 am

1.0 Midyear Goals Update (Linda Vaden-Goad)

- 1.1 Goals Update. Please see Attachment A
- 1.2 Strategic Priorities Update. Please see Attachment B
- 1.3 One-Page Numeric Progress Update. Please see Attachment C

2.0 Brief Updates: Individuals below will be available for comment

- 2.1 SAT and GPA Reporting, Jeremy Spencer. Please see Attachment D
- 2.2 Grants & Sponsored Programs, Jonathan Lee. Please see Attachment E
- 2.3 Center for Excellence in Learning, Teaching, Scholarship and Service (CELTSS), Elaine Beilin, Director; Jon Huibregtse, Assc. Director Please see Attachment F
- 2.4 College of Arts & Humanities, Marc Cote, Dean Please see Attachment G
- 2.5 College of Education, Arlie Woodrum Please see Attachment H
- 2.6 College of Social & Behavioral Sciences, Susan Dargan, Dean Please see Attachment I
- 2.7 College of Science, Technology, Engineering, and Mathematics, Margaret Carroll, Dean Please see Attachment J
- 2.8 Continuing Education Update, Scott Greenberg, Associate Vice President and Dean of Continuing Education. Please see Attachment K
- 2.9 Office of Institutional Effectiveness
  - 2.9.1 Process and Efficiencies, Cindi Glickman, Director Please see Attachment L
  - 2.9.2 Assessment, Mark Nicholas, Director Please see Attachment M
  - 2.9.3 Institutional Research, Ann Caso, Associate Director Please see Attachment N
- 2.10 Library, Bonnie Mitchell, Director Please see Attachment O
- 2.11 Honors Program, Paul Bruno, Director Please see Attachment P

*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.*

## Attendance

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### Subcommittee Members Present:

Board of Trustees:	Nancy Budwig (Committee Chair)
Board of Trustees:	Richard Gregory
Board of Trustees:	Barbara Gardner
Provost & Vice President for Academic Affairs (VPAA):	Linda Vaden-Goad
Associate VP & Dean, Continuing Education:	Scott Greenberg
Dean, Graduate Studies:	Yaser Najjar
Dean, Science, Technology, Engineering, & Mathematics:	Margaret Carroll
Dean, Social & Behavioral Sciences:	Susan Dargan
Dean, Education:	Arlie Woodrum

### Additional Present:

Administrative Assistant, Academic Affairs:	Katelyn Christopher (Recording Secretary)
President, Framingham State University:	Javier Cevallos
Interim Vice President, Enrollment & Student Development:	Loretta Holloway
Chief of Staff & General Council:	Rita Colucci
Chief Diversity & Inclusion Officer:	Sean Huddleston
Director, Marketing:	Averil Capers
Director, Grants & Sponsored Programs:	Jonathan Lee
Assistant Director, CELTSS:	Jon Huibregtse
Director, Honors Program:	Paul Bruno
Director, Library:	Bonnie Mitchell
Director, International Education:	Jane Decatur
Director, Institutional Process & Efficiencies:	Cynthia Glickman
Director, Assessment:	Mark Nicolas

## Proceedings

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### Approve Minutes

- R. Gregory moved to approve the minutes.
- N. Budwig seconded this motion.

### Sabbaticals

- The list of sabbatical leaves for Academic Year (AY) 2016-2017 was presented to the Academic Affairs BOT Subcommittee.
  - Also presented were the cost details of each sabbatical leave.
- N. Budwig asked whether or not the faculty write a final report after they have taken their sabbatical leave.
  - Yes, they do.
  - It may be worthwhile to review these final reports, not as a way to criticize the individual, but to see what is manageable in the timespan given for their sabbaticals.
- The chart for sabbaticals shows the connections and differences between the sabbatical projects, making it easier for one to scan over each project. In addition to this, the chart also shows:

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- How the faculty member will be replaced while they are on sabbatical.
- The cost of covering their sabbatical leave.
- Banner is also being utilized to track sabbatical leaves, as well as workloads.
- N. Budwig recommended that the Academic Affairs BOT Subcommittee vote to recommend approval for the full list of sabbatical leaves to the BOT.
  - All approved.
  - The full BOT will be given a copy of the Academic Affairs BOT Subcommittee agenda, as well as all accompanying documents for this meeting.
  - The personnel actions list will include the materials for the sabbatical information.

### World of Work

- Terry Dray, Director Graduate Advancement and Employer Engagement at Liverpool: John Moores University, conducts the World of Work program in Liverpool.
  - It is a guided essay-based program. Students respond in writing to competency-based questions and programs.
- The plan is to develop FSU's own World of Work center here on campus, which will help facilitate inviting FSU's external industry partners to campus and to engage with our students.
  - T. Dray will hand over the program to us, at no cost.
  - It will be set up like a non-credit certificate program.
  - Students will write three personal statements:
    - Bronze level: encompasses self-awareness.
      - All entering students will complete this entry-level piece.
    - Silver level: encompasses organizational awareness.
    - Gold level: encompasses making things happen.
  - At the end of the program, students will be interviewed by industry leaders who have been trained for this World of Work interview. These industry officials will decide whether or not the student candidates will become "World of Work" certified.
- T. Dray will visit campus February 22-24, 2016.
  - There are also two snow days planned for his visit (February 25-26, 2016).
- The pilot study (N=160) will include 100 undergraduate students, 20 graduate student, and 40 community members who are either underemployed (20) or unemployed (20).
- It is common to hear from employers that new hires do not know themselves or the sectors into which they are going as well as they might.
- N. Budwig asked how the students will be accepted into the program, (i.e. how will the decision be made as to whom is chosen).
  - One problem that sometimes arises with programs like these is that the students who would benefit from it the most are not accepted.
  - These decisions will be made at a later date; for now, the focus is on tailoring the program to be FSU-specific.
- There also is a new high-school component that serves as a precursor to the program (so far, only used in Liverpool).
- The state is very interested in this initiative, especially as it relates to the unemployed and underemployed.
  - The full cost of running the program is not known yet, but the hope is to receive state funding for this initiative.
- N. Budwig said that it would be good to have ways in which faculty brought in their specific teachings to the program, making it more holistic.

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- While employability is not always the main goal of the one's lessons, students will nevertheless need such skills in order to compete.
- According to L. Vaden-Goad, the faculty will be a significant part of this program's implementation and tailoring.
- B. Gardner asked if FSU was the only school in the state system that was implementing this program.
  - FSU is not only the only school in the state system that is implementing this program – in fact, it is the only school in the country (so far).
  - FSU would like to be the leading institution in this new initiative.
- N. Budwig said that Peter Stokes wrote a book about student development and employability.
  - Every university president is getting more and more concerned with this.
  - The World of Work would help put FSU at the forefront of this issue.
  - L. Vaden-Goad really likes this program because it really does heavily involve the faculty.
- R. Gregory asked if the current program that T. Dray oversees has metrics that show how it has been working out for them.
  - T. Dray does have this; he has made changes to his program based off of them.
- The program will be run out of S. Greenberg's division in Continuing Education.

### Updates – Provost's Direct Reports

- The purpose of these updates is to give the Academic Affairs Board of Trustees Subcommittee a better idea of what is happening throughout the Division of Academic Affairs.
- Grants and Sponsored Programs (OGSP) – J. Lee:
  - Revenue from summer 2015 was approximately \$1.3 M from federal, state, and private foundation grants.
  - OGSP expects that the group will continue to focus on federal grants this fall. Two faculty, one in History and one in English, have submitted grant applications to the National Endowment for the Humanities Summer Stipend program. In addition, the McAuliffe Center has intensified efforts on NASA grant programs. The Center is pursuing a substantial grant to develop programming through a visitor center and planetarium initiative.
  - In the coming months, the OGSP plans to pursue funding from private organizations, including the Hearst Foundations, Third Sector New England, and Sudbury Foundation.
  - The OGSP created a booklet that explains the grants process at FSU and provides examples of pertinent documents.
  - L. Vaden-Goad said that J. Lee has done a very good job in creating his team.
    - His office is very good about aiding faculty in drafting their grant proposals.
    - He manages to bring in a lot of money, and has helped to grow the number of submitted grant proposals on campus.
  - N. Budwig said that the amount of funds awarded is incredibly competitive.
- CELTSS – J. Huibregtse:
  - CELTSS will host an event that recognizes the four Distinguished Faculty members who were announced at the Spring 2015 Commencement.
    - This event will take place on November 16, 2015.
  - Last week, CELTSS hosted a drop-in session dealing with providing access for people with disabilities. The session was led by LaDonna Bridges, Director of Academic Success.
  - Tomorrow, CELTSS will host a drop-in session with Robin Robinson that will focus on teaching with technology.

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- The presentation submissions for January Day are due this week. This event is an important professional development day.
- College of Arts & Humanities – M. Cote:
  - M. Cote will be on paternity leave for approximately one month; he and his wife just had another baby (Caleb Conrad Cote).
  - The Communication Arts Department will be performing this semester's play, *Almost, Maine*, soon.
    - There will be a dinner right before the first night's performance (the food will be something special from Maine).
    - People will have reserved seats.
- College of Education – A. Woodrum:
  - A. Woodrum has been focusing on creating the organizational structure for his division.
  - The College is working with S. Greenberg and Y. Najjar on their Post-Baccalaureate Teacher Licensure (PBTL) program.
    - There has been a decline in the numbers, so they are collecting data to see where the issues are.
    - The responses have been interesting so far – a survey was sent about two weeks ago.
    - In the past, the program has not been very competitive. This is because students would complete two years of coursework, and would only earn a licensure for it (as opposed to a degree).
  - The College is also moving ahead with an idea for a child and family studies program.
  - A. Woodrum would like to build a stronger partnership with the Framingham Public Schools system.
    - The College has created a committee that will work toward this purpose.
    - They have had a good response from the superintendent so far.
- College of Social & Behavioral Sciences – S. Dargan:
  - Sociology Professor Jonathan Martin has a book that is coming out this month that is geared toward a popular audience.
  - Maria Dell is an alumna who graduated in 2007 (who also happened to take her research methods course with S. Dargan). She also has a book coming out soon, and will be coming to campus to talk about it.
  - S. Dargan is working with S. Huddleston and L. Holloway on Civic Learning and Engagement.
    - S. Huddleston said that there are four subcommittees to address the issues concerned with this topic.
    - There is a statewide meeting for this topic on November 20, 2015.
- College of Science, Technology, Engineering, and Mathematics (STEM) – M. Carroll
  - The College brought in Lorelle Espinosa to talk about recruitment and retention issues that STEM students face.
    - About 50 faculty from across the state attended.
    - L. Holloway, L. Bridges, and M. Carroll met with first-generation students to talk about this.
  - The College just hosted the MetroWest STEM Education Network.
  - Student Sherwin Cooper from the Computer Science department just came back from a programming competition that took place in New Jersey.
    - Three other students attended, along with Computer Science Professor Jeff Gao.
    - Their group came in 5<sup>th</sup> place (out of 20).

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- This is a considerable achievement, as they only learned about the competition about a week before it took place.
- Last year, a faculty member from MIT was awarded a career grant and partnered with FSU for this.
  - She sent her graduate students here to meet with our undergraduate students for a service program.
  - The picture on the packet is of Lego DNA kits, which help students build models of DNA.
- Graduate Studies - Y. Najjar:
  - The Division of Graduate Studies has been partnering with the College of Education for the PBTL program (as A. Woodrum mentioned, above).
  - They would like to add new tracks, in addition to the PBTL track (which would be track 1).
  - They recently had a visit to Korea and Bangkok.
    - Students there walked about 5-6 miles on a daily basis.
    - The President of these abroad universities will come to the May Commencement, to help these students feel like they are a part of FSU.
    - Regarding the two cohorts with which they met in Bangkok: the Division asked how they could improve. The idea is to listen to students' thought and ideas, to help them feel like they are a part of the FSU team.
  - TESL is being offered for Korean nationals. They can spend one semester on the FSU campus.
  - The Division is increasing on-campus living opportunities for its graduate students.
  - A. Capers started working with the Division on the PSM degree's marketing program.
    - They will be adding videos to the website for this.
- Continuing Education - S. Greenberg:
  - The challenge with Continuing Education programs is that they tend to run in cycles.
    - For example, when the economy is good and potential students already have jobs, then they become less likely to finish their undergraduate degree.
  - The Computer Science department is working on a certificate in Enterprise Information Technology.
    - This will help with employees who are nearing retirement and have no one to replace them.
  - J. Lee pointed out that there is a workforce competitiveness trust fund grant that targets unemployed and underemployed people.
    - This would help lead to potential jobs for our students.
    - Even if FSU is not awarded the grant, the university will still go forward with its initiatives for unemployed and underemployed people.
  - The Division would like to offer an online bachelor degree completion certificate.
- Institutional Process & Efficiencies - C. Glickman:
  - The Office is currently in the process of hiring someone for graduate retention and student success.
  - They are also still working on the 15% issue.
- Assessment - M. Nicholas:
  - M. Nicholas is working with Professor Rebecca Shearman in writing the third year report on communication, which will be presented to the faculty this month, and published in December 2015.
  - FSU contributed artifacts to the partnership between the nine state colleges under the MSCA contract.

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- They received the results back from this: they found a medium correlation of shared variants for each outcome.
- FSU's internal processes are a lot more rigorous than the national level.
- The Office is working on their Davis Grant as well.
  - They completed one part over Summer 2015.
  - They developed one assignment on critical communication.
  - They also attended the workshops and received qualitative and quantitative data.
- Institutional Research – A. Caso (who was unable to attend this meeting):
  - The NSSE report on student engagement is due on November 15, 2015.
  - They will be adding a survey to senior students that will look at workforce readiness.
- International Education – J. Decatur:
  - Shana Eddy and J. Decatur will go to Bermuda College for their high school and college-age students.
    - They feel that they Bermudian students are a good fit for FSU (both institutions are NEASC-accredited, and are both cost-effective).
    - They would like to develop a 2+2 program.
    - If FSU pursues the hospitality major, this partnership could be further enhanced.
    - Currently, many Bermudian students go to Canada and England for their degrees, but FSU would make a good fit for their middle-class students.
  - In Summer 2016, there is a program that is planning on bringing 10+ FSU faculty members over to China to teach their students.
    - It started with the Massachusetts International Academy (MAIA) in Marlborough.
    - MAIA targeted Chinese students in the U.S., and the program will help them continue to take classes in China when they have to go back for the summer break.
    - It will help give these students a head start in their undergraduate degrees.
    - Many faculty have expressed interest in this.
      - In exchange for teaching in China, they will receive a stipend, airfare, and cultural and social activities.
      - They will teach two classes over six weeks.
- Library – B. Mitchell:
  - The library has seen completion of the Latino Americans grant.
  - The library has been collaborating with Mass Bay and the Framingham Public Library.
- Honors Program – P. Bruno:
  - The Program will be bringing 12 students to *A Confederacy of Dunces* in Boston, MA.
    - The actor in the play is a popular actor from the sitcom *Parks and Recreation*, Nick Offerman.
    - This will be the first time that the Program will be able to take students to their fall play, as it is the first time they have the requisite 10 students for the group rate.
  - Two classes (led by Professors Elizabeth Perry and Lisa Starobin) will be going to the Metropolitan Museum of Fine Art.
    - This will occur in December 2015.
  - The Program has seen growth – in five years, it has grown 116.3%.

**1. Develop and retain quality faculty and staff****a. Develop recruiting strategies to attract top faculty candidates**

- **DONE. Faculty Hiring Guide Updated.** Academic Affairs, The Office of Diversity and Inclusion, and Human Resources worked together to conduct a comprehensive overhaul of the Faculty Hiring Guide. The new guide was distributed to departments at the beginning of the fall semester.
- **IN PROGRESS.** The College of Education has a new diversity hire whose position is being converted to that of a FTTT faculty member.
- **IN PROGRESS. Diversity Fellow Conversion.** The Department of Sociology's diversity fellow was hired to a tenure-track position effective 1/1/2016.
- **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.
- **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%).
- **ONGOING. CELTSS New Faculty Mentoring Program.** The CELTSS Mentoring Director, along with experienced faculty mentors, conducts a year-long series of faculty mentoring workshops, including "The Pedagogy of Advising" and "Being a Good Departmental Citizen."

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

- **DONE. Statewide Conferences Held to Discuss New Requirements for Teacher Candidate Assessment of Performance.** In fall 2015, Dr. Diane Lowe, College of Education, hosted two working conferences to address the new MA Department of Elementary and Secondary Education Candidate Assessment of Performance (CAP) and alignment to graduate reading programs. University faculty from across the Commonwealth came to Alumni House to discuss effective and manageable ways to meet CAP requirements.
- **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.
- **Done. Departmental Mentoring Initiatives.** Two new computer science faculty and Prof. Breuning each taught a foundations course so the new faculty can learn about FSU along with their students; the three will hold bi-weekly meetings to share ideas for working with new students.
- **ONGOING. CELTSS New Faculty Mentoring Program.** The CELTSS Mentoring Director, along with experienced faculty mentors, conducts a year-long series of faculty mentoring workshops, including "The Pedagogy of Advising" and "Being a Good Departmental Citizen."

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

- **DONE. Academic Affairs Funding for Part-Time Faculty.** Academic Affairs continues to allocate funding for part-time faculty professional development. This semester, we will send out an email to part-time faculty letting them know that the funding are available.
- **DONE. CELTSS Events Supporting Faculty Excellence in Teaching, Learning, Scholarship, and Service.** Events included the Lyceum Lecture by Dr. Virginia Rutter; Expanding Horizons: A Celebration of the 2015 Distinguished Faculty Awards; and January Day: Perspectives on Teaching & Advising.
- **DONE. Smithsonian Affiliates Workshop.** CELTSS provided workshop for faculty on the new Smithsonian Affiliates program.
- **IN PROGRESS. CELTSS Funds the First "Advising is Mentoring" faculty workshop.** CELTSS is collaborating with Dr. Gregory and the Academic Advising Advisory Group. CELTSS is also funding a Book Circle on *Academic Advising Approaches: Strategies that Teach Students to Make the Most of College*.
- **IN PROGRESS. CELTSS Grants & Course Releases.** VP Vaden-Goad approved a course release for four pre-tenure faculty in Education, History, Physics & Earth Science, and World Languages so that they can complete research projects. Also approved are fifty recommendations for CELTSS funding for innovation in teaching, research stipends, travel to present research, and travel for professional development.
- **ONGOING. CELTSS Teaching Pairs.** In this program, faculty visit each other's classrooms and discuss pedagogy and improving students' learning.
- **ONGOING. Project Kaleidoscope Leadership Institute.** Four faculty members have been accepted attended PKal Leadership Institutes. This AAC&U program prepares faculty to lead the efforts for STEM education reform in their departments and institutions.
- **ONGOING. Biology Scholars Program.** Dr. Mandy Simons from the biology department attended the Biology Scholars Program. This NSF sponsored program provides faculty members with knowledge and tools they need to evaluate the success of STEM education reforms. Dr. Simons has been working to flip her Cell Biology class and has developed an assessment plan to evaluate the success of this work.
- **ONGOING New York Times Teaching Resources Workshop.** CELTSS provided workshop for faculty on New York Times teaching resources available through Whittemore Library.

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

- **DONE. Department Secretary Reassignment.** After studying the workloads of the department secretaries, some of the reporting assignments were changed to equalize the workloads, providing more equitable support for chairs and faculty.
- **DONE. Performance Classroom Space for Theatre Concentration.** Comm Arts classes, theater rehearsals, and set building projects now take place in the new Black Box theatre space in Dwight. The second theatre program performance "Almost, Maine" was performed this past November. It was well-received by students, faculty, and the local community.
- **DONE. Resource Support for Faculty.** The Office of Grants and Sponsored Programs developed and submitted a comprehensive application for the university's entry into the Smithsonian Affiliations Program. The application was approved by the Smithsonian. The collaboration will facilitate personnel and resource exchange between FSU and the Smithsonian Institution. The celebration of our collaboration with the Smithsonian will be held in March 2016.
- **DONE. Mac Workstation Upgrades in Digital Studio Labs.** Older Mac computer workstations were upgraded Summer 2014 in the Graphic Design Studio (Art and Music), Photography and Film/Video labs (Comm Arts), and the Animation Studio (Comm Arts).

- **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.
- **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. CELTSS Support for the Smithsonian Affiliation Program.** An information session during the CELTSS January Day will be followed by support for faculty projects using Smithsonian resources, including collaboration with other Massachusetts Affiliates and participation in the March kick-off event.
- **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 will have single offices as a result. We will also have additional classroom space.
- **ONGOING. Collaborative Response Group.** The Collaborative Response Group (CRG) was formed as a cross-divisional group to develop a team approach to assess and manage challenging student behaviors. The development of faculty training and support programs is part of the CRG's charge.
- **ONGOING. New GIS Lab.** A new GIS lab will open.
- **ONGOING. New Equipment Purchases.** The biology and chemistry departments have been working to purchase approximately \$500,000 of equipment with the equipment allocation from the new building funds.
- **ONGOING. Davis Educational Foundation Grant.** The Office of Assessment successfully completed the first year of a faculty development program focused on assignment design in critical thinking and written communication. 34 faculty successfully completed the program this year. Another 34 faculty are currently enrolled in the second year of the program.

#### 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. The College of Education's Mini-Retreat.** The College of Education will participate in a mini-retreat on February 22<sup>nd</sup> 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 costs.** The Office of Grants and 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 beginning to implement allocations, in collaboration with the Grants & Contracts Officer.
- **ONGOING. Formalizing a time & effort policy.** The Office of Grants and 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 grants.
- **ONGOING. Graduate faculty meetings (degree specific).** Beginning with the M.H.A. and M.P.A. 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.

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

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

- **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 will sponsor ongoing discussions of first-year curriculum, instruction, and student learning, beginning with a series of workshops on Teaching First-Year Students, particularly involving faculty teaching in the Foundations program.

### 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.
- **DONE. Alpha Upsilon Alpha Honor Society Induction.** Dr. Diane Lowe, College of Education, coordinated the Alpha Upsilon Alpha honor society of the International Literacy Association initiation ceremony on November 10, 2015.
- **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 third year of the assessment plan is underway and on schedule. Data consolidation and analysis will continue into fall 2016.
- **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.

- **ONGOING. 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). Over 95% completed thus far.
- **ONGOING. CELSS Participation in Reimagining the First Year of College.** CELSS will sponsor ongoing discussions of first-year curriculum, instruction, and student learning, beginning with a series of workshops on Teaching First-Year Students, particularly involving faculty teaching in the Foundations program.

**C. Build connection/community on campus**

- **IN PROGRESS. The English Language Program** is working with the World Language Department to arrange opportunities for ESL students to meet with students in World Language classes.
- **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. Schedule program-specific coffees/meetings to meet with students** in the program and obtain feedback, address any questions/concerns/issues. Led by the Program Coordinator and attended by Dean of Graduate Studies, faculty members and graduate studies staff. (MBA and MHA programs have held meetings thus far).
- **ONGOING. “Welcoming the World to FSU” Campus Tour** provides continuing education ESL students the opportunity to meet with university officials and ask them questions.  
**ONGOING. DHE Commonwealth Dual Enrollment grant:** Dr. Scott Greenberg and Dr. Peter Dittami garnered a grant through a revamped state grant program that promotes college-level learning for high school juniors and seniors from under-served backgrounds. The format for the learning varies, including face-to-face, hybrid, and online.

**C. Align readiness skills with college expectations**

- **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.
- **ONGOING. VISION Project STEM Funding to Address Preparedness.** We continue to work with VISION PROJECT goals to address STEM and STEM support areas; the early results are striking among our own students (especially in Physics) and those of our partner school districts and community colleges regarding the development of college readiness in STEM (especially in Mathematics, reducing % needing remediation and increasing % able to take pre-calculus) and in writing skills. Competitive grant funding from the Dept. of Higher Education has supported these and other STEM efforts since FY 2012.

**d. Strengthen assessment, advisement and placement (*see 3e for assessment*)**

- **Done. Assessment of Advising Process.** Academic Advising Survey 2015 and PLUS Survey 2015 were administered and results were disseminated to the Provost and Director of Advising. This year’s results were disaggregated by department to make the results more meaningful.
- **IN PROGRESS: New Math Placement Process.** 1st Year Programs, Academic Affairs, Math Dept., Enrollment Mgt., Institutional Effectiveness, and CASA are collaborating on a new mathematics placement requirement and procedure based on recommendations from the MA Board of Higher Education. They will compare the success of the new placement program to that of Accuplacer to determine the best placement approach for our new students.

**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. New Process to Monitor Student Success in STEM Disciplines.** Biology, Chemistry & Food Science, and Math are using data to track student success in STEM disciplines based on new math pre-requisites.
- **IN PROGRESS. STEM RETENTION GRANT.** The College of STEM received a \$40,000 to support STEM Retention efforts. This grant has been used to support faculty development and to increase the number of courses participating in Supplemental Instruction.

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

**a. Increase student-faculty collaboration**

- **DONE. Early Childhood Director Delivers Paper.** Education Faculty Valerie Hytholt, College of Education, presented “Supporting Writing Development in the Preschool Classroom” at EarlyEdCon on October 17, 2015, a conference for early childhood educators sponsored by the Massachusetts Early Education and Care Department, Northeast Regional Readiness Center.
- **IN PROGRESS. New Dashboard Software.** We will be working with faculty during the spring 2016 semester to assist them in maintaining information which will be used for post-tenure review, promotions, student collaboration and CVs.
- **INPROGRESS.** 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 and a fourth may be used during the Spring 2016 semester.
- **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. Attachment A

- **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 2015 marked the 21<sup>st</sup> installment of this conference, which 153 students from Framingham State University attended. Participation was up from last year by 33 students (Spring 2014-120). We hope for the same growth this year.
- **ONGOING Research Collaboration**. The Center for Social Research has provided student internship experiences in the past and will continue to do so. This spring semester, for example, three students will intern with the Center to conduct research through a grant from a municipality.

#### **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 five courses in this prison exchange program, and have added a new site as well (pre-release facility in Framingham).
- **ONGOING. National Model United Nations**. The Political Science Department offered its new Model UN class for the first time. A team of FSU students participated in a regional National Model United Nations competition in Boston.
- **ONGOING. Northern Ireland Course**. FSU students spent a month in Northern Ireland this summer with a criminology professor, taking a course and traveling through the region, visiting sites related to their coursework.
- **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**

- **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 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 hold for the second year a science festival for families from Framingham and the surrounding area. More than 500 people participated in last year’s wide array of science activities on campus. The festival will be 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. The group has hired a consultant to do an environmental scan of all of the University’s civic learning and engagement efforts as a first step in preparing a report and recommendations for the University community. The environmental scan is underway. The faculty subcommittee group is considering ways to infuse civic learning outcomes in FSU courses, in line with DHE initiatives.

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

- **DONE. College of Education Adds Honors Course**. The College of Education has added a second honors course.
- **IN PROGRESS. Biology Applies to Host Honors Beta Beta Beta**. The Biology Department has applied 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 spring.

#### **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.
- **DONE. General Education Assessment**. General Education report for 2014-15 is completed and published. Objectives - Critical thinking, written communication in the general education portfolio were assessed. Data collection for critical thinking, written communication and human diversity is underway for the assessment cycle 2016-17-. An institutional rubric to assess student’s ability to demonstrate competency in human diversity was created by faculty.
- **Done: Multi State Collaborative**. FSU participated in the Multi State Collaborative for assessing student learning at the national level. Results from the MSC assessment relating to critical thinking, written communication and quantitative reasoning were compared with internal assessment processes. Results were shared with the Assessment Advisory Group and a manuscript was sent for publication based on our findings.
- **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.
- **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 thereafter.

- **ONGOING. Davis Educational Foundation Grant.** The implementation of Davis Educational Foundation grant year 2 has been kicked off in collaboration with MassBay Community College. Over Summer 2015, 40 faculty from FSU and MBCC will focus on developing assignment prompts that focus explicitly on critical thinking and written communication. Qualitative and quantitative data has been collected from year 1 of the grant to develop scholarship on our approach to faculty development and assessment of learning objectives.
- **IN PROGRESS. Graduate Program Assessment Plans.** The Director of Assessment conducted a series of workshops for graduate program coordinators on the development of program review processes and assessment. During Spring 2015 and Fall 2015 all graduate programs developing assessment plans. Graduate Coordinators will start implementing the assessment plans in Spring 2016.
- **IN PROGRESS. 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. Brand/Identity: Prints by Willie Cole.** As one of the featured events in the Arts and Ideas series "Stasis and Change," the Art and Music Department hosted internationally acclaimed artist Willie Cole on campus. Mr. Cole exhibited in the Mazmanian Gallery, showcasing prints in which he visually explores his African-American heritage through the symbolic use of object. Additionally he led printmaking workshops with students focusing on self-identity. He culminated his visit with an evening lecture in the Forum.
- **IN PROGRESS. Institutes for K-12 Teachers.** The Center for Global Education plans to offer two summer institutes for teachers, one on climate change and the other on South Africa.
- **IN PROGRESS. Black Lives Matter Teach-in and Town Meeting.** A group of over 60 faculty will dedicate classes to topics related to the Black Lives Matter movement in late February. Faculty will discuss issues related to racism and inequality in over 100 classes. The teach-in will end with a town meeting in which the campus community will discuss the teach-in and the issues raised in their classes. Several other state universities have taken FSU's lead and are offering teach-ins followed by town meetings as well.
- **IN PROGRESS. Inclusive Concurrent Enrollment Initiative.** FSU received a grant to bring intellectually disabled 18-22 year olds to campus to audit classes and participate in the university community. This program, which we will call the Diverse Scholars program, will begin in spring 2016. FSU students will serve as peer mentors for the Diverse Scholars.
- **IN PROGRESS. Faculty Development in Diversity Learning Outcome.** The CDI and Office of Assessment are 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 and will develop assessment methods for this gen. ed. learning outcome.
- **ONGOING. 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. Diversity Dialogues Focused on Teaching.** In collaboration with the new Multicultural Center, faculty members continue to offer diversity dialogues related to teaching.
- **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 will present its findings to faculty and administrators at the start of the spring semester.

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

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

- **IN PROGRESS. Program in conjunction with Massachusetts Education International** to have FSU faculty teach courses in China will launch during summer 2016. This will be an annual opportunity for FSU faculty.
- **IN PROGRESS. International Faculty Development Seminar Grant.** Two faculty have applied for the annual \$2000 grant through the Office of International Education's membership in CIEE to attend seminars in Cuba this summer with faculty members from across the United States.
- **ONGOING. Fulbright award.** Shin Freedman (Whittemore Library) received notification that her application for research and teaching in China has been moved forward in the U.S. State Department's multi-step approval process.
- **ONGOING. Latin American Studies Minor.** The history department has plans to convene an interdisciplinary team of faculty to redesign the Latin American Studies minor.

**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.** International Education continues to have a strong level of participation, although weakened somewhat by current terrorist attacks abroad. Current faculty-led study trips scheduled for this academic year include Winter Break: Dr. Rahman (Business)-China; Spring Break: Dr. Judy Otto (Geography)- Italy. Summer: Dr. Perry (English)-England; Dr. Otto (Geography)- Ireland; Prof. Grey (Art &

- **ONGOING. Study Abroad Scholarships.** The Office of International Education has awarded \$10,000 in scholarships to students going abroad for fall, spring, and summer terms, the fourth year of offering scholarships for semester study abroad. The office will also be awarding \$15,000 by the end of the academic year to students for faculty led study tours, conference participation, and other academic endeavors that involve travel expenses.

#### 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.
- **IN PROGRESS.** New program agreement with Universidad De Iberoamerica in Costa Rica will be signed in February.
- **IN PROGRESS.** New program agreement underway with Federal University of Mina Gerais in Brazil
- **IN PROGRESS.** New program agreement underway with Bermuda College in Bermuda
- **IN PROGRESS.** New program agreement underway with Massachusetts Education International for programs with Chinese students to develop a 2+2 program in selected majors.
- **IN PROGRESS. New agreement with NamSeoul University in Korea.** Graduate Studies and IEP in now negotiating with Nam Seoul University to offer M.Ed in International Teaching at its location.

### 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 DCR Reservoir Site.** The Biology Department has begun purchasing equipment to support teaching and research activities at the DCR Reservoir land that is being transferred to the university.
- **ONGOING. Collaboration with EDC.** The Office of Grants and Sponsored Programs facilitated grant proposal material that established a collaboration between the McAuliffe Center and the 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 will be funded through MassCAN and the NSF.
- **ONGOING. NASA grant request.** Dr. Linda Vaden-Goad and Dr. Irene Porro are Principal Investigators on a substantial grant request 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.
- **DONE. Writing Courses for STEM Early College High School.** FSU is a higher education partner of Marlborough Public Schools' STEM Early College High School and provided two college level writing courses on-site to high school juniors in AY2014-2015.
- **DONE. Equipment Upgrades.** The Departments of Chemistry and Physics and Earth Science have acquired equipment to upgrade and modernize laboratory experiences in Organic Chemistry and Astronomy.
- **DONE. Minor Revised By Reviewing Hidden Prerequisites.** The minor in Earth Science has been revised by reconsidering prerequisites and other factors that make it a more viable choice.
- **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.
- **IN PROGRESS. Math Curriculum Review.** The Math Department has conducted a review of their curriculum sequencing and pedagogies. They are making adjustments to improve student progression through their course sequences. They are also considering new options for students requiring remediation.
- **IN PROGRESS. . Creation of a Graduate Certificate in STEM.** 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.

#### 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. Page 13 of 37

- **DONE. Concentrations Transformed Into Majors.** The Department of Business has implemented new majors in accounting, finance, management, and marketing and new concentrations in entrepreneurship, sports management, and financial planning.
  - **DONE. Enhance Interest in Careers in Law.** The Pre-Law Advisor took a group of students from FSU to Law School Day at the Boston Law School Forum. Representatives from 150 law schools attended.
  - **IN PROGRESS. 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**
- **DONE. New Certification Program in Accounting.** Continuing Education has completed development of a certificate program in accounting in response to area business needs.
  - **IN PROGRESS.** 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, will visit 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.
  - **IN PROGRESS.** The Northeast Community Bank has proposed discussions around the bank making some resources available to the Entrepreneur Innovation Center. The bank held an event for the center in mid-December.
- 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.
  - **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.
  - **IN PROGRESS. 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.
  - **IN PROGRESS. Three Plus Three Law Degree Program.** Plans are underway to identify a partner law school and design a three-plus-three law degree program. Students in the program would be able to receive their Bachelor's and law degrees in six years.
  - **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.



Academic Affairs  
Goals, 2015-2016 -- update  
January 7, 2016

**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 are halfway through Year 4. As planned, we activated the annual budget cycle for this fourth year to link the approved initiatives with appropriate funding support. Please see the attached Mid-Year Report for an update of our progress toward specific target goals. We also have made good progress in hitting our Strategic Priorities' targets. At this time (after 3.5 years of our 5-year plan), 76% of our targets already are met (25 of 33: # targets met of all possible). We will focus on those unmet targets in the remaining time (1.5 years). 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 in Marketing/Recruitment.
  1. Recruitment: Set aspirational recruitment goals in each area for students, faculty and staff.
    - **Honors:** 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%).
    - **Recruiting by College:** Establishing goals by college will be our next step.
      - "With regards to student recruitment, demographic data are needed comparing applications received, deposits made and matriculated students. This can help to identify strengths and deficiencies while assisting in recruitment strategies that maximize opportunities for diversity and inclusion. These data need to be separated by new and transfer students. Additionally, many research studies suggest that recruiting and retaining diverse faculty & staff can correlate to the successful recruitment of a more diverse student population. Hence, FSU's Leading For Change Team will begin collecting and analyzing historical HR employment data by department with regards to position search advertising, candidate pools and hiring." *January 12, 2016 communication, Sean Huddleston.*
  2. Recruitment: Continue to prepare Inclusive Concurrent Enrollment (Diverse Scholars Program, new name) program to admit students Fall 2016.
    - **Update:** Program has been funded and the search for the director in in the final stages (campus visits).
  3. Marketing/Recruitment: Continue to offer Faculty Diversity Institute to make curriculum more representative of the student body (impacts student and faculty recruitment when our curriculum is more representative).
    - **Teach-In.** An off-shoot of this is the upcoming teach-in #BlackLivesMatter. During the week of February 22-26, faculty are invited to link their course content with the #BlackLivesMatter movement. Following, a town hall meeting will be convened on Wednesday, March 2, 4:30-6pm in The Forum. Currently, there are over 60 professors from 20 disciplines enrolled with more than 100 classes, including online classes and graduate courses. This is 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 2016/2017
2. New Accreditations In Progress: 3 national -- update
- IACBE: NEW, date of visit TBD: International Assembly for Collegiate Business Education; Self-Study to be Submitted
  - ABET: NEW, date TBD, Accreditation Board for Engineering and Technology
  - ASBMB: NEW, date TBD, American Society of Biochemistry and Molecular Biology, in plan for new stand-alone Biochemistry major.
- **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. It will create the datasets that will allow us to have dashboard indicators for this particular indicator of success (Student/Faculty Collaboration).
- **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.
- **Augment International Education Initiatives and Opportunities: Utilize Strengths for Recruitment/Marketing**
1. **Marketing/Recruitment**: Implement our 3 new MOU's to foster increased international participation for both faculty and students by having at least one faculty led study trip and receiving at least one exchange student. Market the opportunities to potential students.
- **Faculty Led Study Trips to a Partner School**: Vince Ferraro is planning a trip to Northern Ireland again (University of Ulster-Magee). There are logistical factors yet to complete.
  - **Faculty Led Study Trips from a Partner School**: UDLA, our new partner in Ecuador, may be bringing a class of students in Communication Arts to take a class this summer in Music Video Production. We are working on the remaining logistics (residence halls).
  - **Incoming Exchange Students from Partner Schools**: (4 total): One student is here from the University of East Anglia (Fall 2015, Spring 2016). Two also are coming from SHOWA, and one from Lingnan University.
2. **Marketing/Recruitment**: Continue to increase the number of international experiences/study abroad to exceed 200; market our increases to potential new students.
- **So far this year**: 72 so far this year
3. **Recruitment**: Work on drafting and implementing a structure to increase matriculated international students by at least 10 new students.
- Dr. Yaser Najjar worked with Jane Decatur to organize a group to meet on this topic. Jane Decatur completed a draft on the topic.
4. **Recruitment**: Expand full time graduate opportunities to recruit international students.

<b>Retention (create a fresh approach to the cohort)</b>
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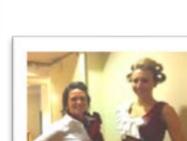
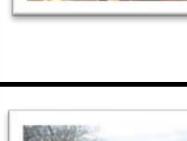
- **Increase Retention and Graduation Rates**: Initiate New Software and New Collaborative University Processes; set annual cohort and transfer targets for retention and graduation rates, keeping in mind underrepresented groups; add service learning/civic engagement to those factors measured in Digital Measures. Identify the students in the cohort.
1. **Hire New Retention and Student Success Coordinator**.
- Laurie Keville has begun as our *Coordinator of Retention and Student Success*, and meetings have begun across campus.
2. **New Software Update**:
- **Digital Measures**: We will be working with faculty during the spring 2016 semester to assist them in maintaining information which will be used for creating dashboard indicators for student/faculty collaboration. This new software also will be significant in assisting faculty in making personnel portfolios for actions such as post-tenure review, promotions, and more uniform CVs. It is a "bolt-on" to Banner, and it will allow us to connect Digital Measures to Banner so faculty may store student course artifacts electronically, attached to the Banner entry of the course and the semester it was taught.
  - **Starfish**: We are still working out the purchase agreement between SHI and the vendor. Our retention committee has begun to meet and our retention coordinator has been hired and is working.
3. **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.
4. **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.
    - **Recently Streamlined Majors:**
    - **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.
  2. **Transform healthy concentrations to majors:** enhances retention/graduation rate
    - As described in Geography (see above)
  3. **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
- **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
- **Establish an Equitable Base Budget System for Academic Departments:** Evaluate our current departmental budget allocation system and adjust the parameters such that the system is based on appropriate data (# majors, faculty FTE, student class FTE + base + \$400 per full-time faculty member). This will create 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:** 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).
- **Augment International Education Initiatives and Opportunities:** these experiences engage students and improve student retention, graduation rates and later successes in graduate/professional schools
1. Implement our 3 new MOU’s to foster increased international participation for both faculty and students by having at least one faculty led study trip and receiving at least one exchange student.
  2. Continue to increase the number of international experiences/study abroad to exceed 200
  3. Work on drafting and implementing a structure to increase matriculated international students by at least 10 new students.
  4. Expand full-time graduate opportunities to recruit international students (this will create more global opportunities in the classrooms for all students, improving retention/graduation rates)

<b>Responsiveness</b>
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- **Prepare our Students for the World of Work:** 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.
1. **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.
    - **Summer Courses:** We are soliciting new summer courses that fit our different summer constituencies (our own students, students who come home for the summer, graduate students, dual-enrollment students). We plan to have new offerings this summer 2016 that attract each group in stronger ways.

2. Articulate academic majors with graduate and professional programs or career pathways (add majors as necessary)
  3. Effectively Utilize Advisory Boards: Better utilize existing advisory boards and add additional advisory boards where needed.
    - Examples of change this year:
      - Food Science Advisory Board. Board met with students to discuss opportunities in the food science industry.
      - Computer Science Advisory Board. Provided internship opportunities for computer science students
- **Augment Community and Shared Problem-Solving in Academic Affairs**: At the beginning of each semester, add an opening meeting for faculty and staff (all), with a morning meeting all together (focus on this past year's assessment data, advising assessment (Appendix H), alumni survey results, Digital Measures, Starfish, and World of Work; afternoon meetings will be for the colleges.
- **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 success.
- **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. **College of STEM**:
    - The College of STEM is working with Fuller Middle School afterschool program to provide mentors for middle school science fair projects.
  2. **College of Education**:
    - 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.
  3. **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).

Framingham State University 5-Year Strategic Plan (2012-2017) Academic Planning Priorities			Baseline	Year 1 Progress 2012-2013	Year 2 Progress 2013-2014	Year 3 Progress 2014-2015	Year 4 Midyear Progress 2015-2016	Target
	<b>Develop and retain quality faculty and staff</b>	<ul style="list-style-type: none"> <li>Develop recruiting strategies to attract top faculty candidates</li> <li>Orient and mentor early-career faculty</li> <li>Support CELTSS and other faculty development resources</li> <li>Provide the tools and equipment to support faculty work</li> <li>Strengthen academic community</li> </ul>	Tenure-Track Faculty--154 Total FTE Faculty--230 Student/Faculty Ratio 15.8:1	155 (F12) 232.8 (F12) 16.4:1 (F12)	161 (F13) 246.7 (F13) 15.6:1 (F13)	164 (F14) 252.1 (F14) 15.7:1 (F14)	174 (F15) 264.58 (F15) 14.8:1 (F15)	175 250 15.8:1
	<b>Strengthen new student preparation, induction and early academic success</b>	<ul style="list-style-type: none"> <li>Align readiness skills with college expectations</li> <li>Improve orientation, first-year and transitional programs</li> <li>Build connection/community on campus</li> <li>Monitor and foster systematic and progressive preparation for graduation</li> </ul>	Nationally-Accredited/Approved Programs--2 Program Reviews Completed Annually--3 1st-Year Retention Rate--74% 6-Year Graduation Rate--52%	3 4 74% (F11-F12) 52% (F06-F12)	3 5 73% (F12-F13) 51% (F07-F13)	4 SBS=2, STEM=2, A&H= 75% (F13-F14) 51% (F08-F14)	6 (F15) SBS=1 STEM = 2 in process 74% (F15) 56.1% (F15)	5 5 78% 56%
	<b>Pursue excellence and engagement in the academic experience</b>	<ul style="list-style-type: none"> <li>Increase student-faculty collaboration</li> <li>Increase experiential learning opportunities</li> <li>Strengthen citizen engagement opportunities</li> <li>Grow honors and academic enrichment opportunities</li> <li>Assess and document student learning and personal growth</li> <li>Enrich university community with diversity</li> </ul>	Majors Offered--B-27; M-24 Academic Internships (no edu): 2011-12=193 New Concentrations New Minors Increase # Academic Honors Societies--11	B-28; M-25 397 2 3 14	B-29; M-26 383 added 1 = 3 added 2 = 5 added 1 = 15	B-32; M-26 480 SBS=0, STEM=0 SBS+5, STEM=0 added 1 = 16	B-33 ; M-26 Fall 2015 = 289 3 Total 4 new + 5 = 9 Total added 1 = 17	B-30; M-26 203 2 3 15
	<b>Prepare students for global citizenship and competitiveness</b>	<ul style="list-style-type: none"> <li>Expand global awareness through new majors and programs</li> <li>Integrate and grow world language programs</li> <li>Support Student international experiences</li> <li>Grow and manage FSU partnerships with international universities</li> </ul>	BRIC Language Programs--0 Expand Global Awareness in Programs Increase # of Matriculated International Students--25/year Grow FSU International Partners--4	Chinese Minor 20 5	Chinese Minor 1 F=22; SP=24; Total=46 added 2 = 7 total	Chinese Minor Global Studies +1=2 F=20; SP=19; Total=39 added 3 = 10 total	Concentration in Chinese; Unbanked Russian II--Total=3 data not available yet Partnership with MEI/JNC - 17 faculty planning to teach in China. F+SP=16 New; Total is 24 11 total	1 2 35 7
	<b>Strengthen and expand STEM programs and student success in STEM areas</b>	<ul style="list-style-type: none"> <li>Expand STEM majors, centers, and research and policy analysis</li> <li>Improve STEM preparation and readiness</li> <li>Increase student interest, enrollment and degrees awarded in STEM majors</li> <li>Improve STEM career readiness among FSU graduates</li> <li>Link STEM programs to the regional scientific and technology community</li> </ul>	STEM Declared Majors--23.9% Expand # of STEM Centers--4 Increase % of Entering Students Who Place Into Pre-Calculus (4 Partners): 16/56, 28.57% Increase # of courses with visits to or from STEM industry sites Increase STEM Advisory Boards--3	24.1% (F12) 4 33% (14 of 43) 1 3	25.0% (F13) Added 1 (GIS)=5 31% (15 of 48%) 2 added 1 (PSM)=4	25.5% (F14) Planning 1 (6 Tot) (Climate Change E 4 total 4 (no additions)	26.2% (F15) 6 (F15) 18% (10 of 57) 4 total added 1 (Food Science)=5	>25% 6 31% (2% increase) 5 add 2
	<b>Respond to labor market trends in academic program and center development</b>	<ul style="list-style-type: none"> <li>Connect regular, systematic assessment of labor market trends to program review and development</li> <li>Develop and maintain dialogue with major area employers</li> <li>Systematize the preparation of students for graduate and professional programs</li> <li>Develop combined degree programs and new graduate programs in response to the needs for the Commonwealth</li> </ul>	Add Labor Market Analyses in 5th-Year Program Review Reports--0 Increase Advisory Boards--5  Phase-In Pilot Workforce Readiness Advisory Program Over 4 Years for ITB Initiate New Computer Science Co-Op	1 new CS 9  1 Complete	2 new (1+2=3) (Eco/Bus & BIT) 9  1 Complete	4 new (4+3=7) Pols/Geo/Nur/Nut added 1 (PSM)=10  Program has changed in emphasis; will move toward World of Work Complete	No midyear changes added 1 (Food Science)=11  Integrating readiness program into the curriculum; several other curriculum changes under discussion; current focus is on IACBE accreditation and World of Work Complete	18 8  All 4 years Complete

## SAT and GPA Reporting

Historically (i.e., before the establishment of the Office of Institutional Research at FSU), the University excluded SAT and GPA information for students accepted under the 'Special Admissions Applicants' category when responding to outside surveys. Moving forward, senior leadership (Dale Hamel, Linda VadenGoad, and Lorretta Holloway) along with the Dean of Enrollment Management and Associate Director of Institutional Research would like to include all SAT and GPA information for accepted students, regardless of BHE admissions category, when responding to outside surveys.

### IR Numbers

	F15	F14	F13	F12	F11	F10
"Reported" Average SAT	1016	1014	1021	1044	1029	1032
"All in" SAT	984	995	1002	1026	1010	1008
"Reported" Average GPA	3.19	3.23	3.21	3.16	3.13	3.11
"All in" GPA	3.08	3.16	3.14	3.09	3.08	3.05
Freshmen Enrollment	855	808	809	826	924	722
% Minority Enrollment	31.2%	27.2%	25.7%	21.3%	21.6%	18.1%
Yield Rate for First-time UG	25.0%	24.9%	26.8%	29.4%	32.3%	32.0%
Transfer Enrollment	384	414	413	475	433	388
% Minority Enrollment	29.8%	31.2%	27.4%	29.0%	23.5%	23.0%
F and T % Minority	30.8%	28.5%	26.3%	24.1%	22.2%	19.8%
% of Special Admits	11.6%	8.1%	7.7%	6.6%	7.4%	8.6%
# of 'new' students (F, T, & R)	1358	1338	1341	1407	1442	1237
# of Special Admits	157	108	103	93	107	106
Fall to Fall Retention (FTFT)	--	73.8%	74.5%	73.2%	74.2%	74.4%

**Office of Grants and Sponsored Programs**  
**Comparative Data: 01/13/2015**  
**FY 2016 to-date versus FY 2015 to-date**

<b>FY 2016 to-date</b>	<b>Data</b>	<b>Notes</b>
Amount requested:	\$ 4,904,281.94	See Pipeline document.
Amount awarded:	\$ 1,730,179.10	See Pipeline document. Includes 2 grants submitted before FY 2016.
Amount pending:	\$ 3,997,017.84	See Pipeline document. Includes 2 grants submitted in FY 2015.

<b>FY 2015 to-date</b>	<b>Data</b>	<b>Notes</b>
Amount requested:	\$ 1,675,171.39	
Amount awarded:	\$ 1,086,930.00	
Amount pending:	\$ 390,604.50	

**Differentials: FY 2016 to-date versus FY 2015**

<b>to-date</b>	<b>Data</b>	<b>Notes</b>
Amount requested:	193%	
Amount awarded:	59%	
Amount pending:	923%	

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>
MA 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**

MA Department of Higher Education	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>Pending</b>		
Department of Early Education and Care	GBRC - ELCG (Thurston)		\$ 32,013.62	Funded	\$ 32,013.62	
<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	

<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>Pending</b>		<b>\$ -</b>
DHE MA College Access Challenge Grant	100 Males to College Program (Coffey)	15-Dec-15	\$ 100,000.00	Pending		
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		\$ 1,732.78
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	Pending		\$ -

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	Pending		\$ -
<b>SUBTOTAL:</b>			\$ 1,835,406.84		\$ 130,039.00	\$ 3,689.78

<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	\$ -	\$ 3,596.70
<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	Pending		\$ -
<b>SUBTOTAL:</b>			\$ 132,157.00		\$ 82,106.00	\$ 11,307.30

<b>Winter 2015-2016 - Jonathan Lee</b>						
Howard Hughes Medical Institute (HHMI)	2017 Inclusive Excellence (Carroll and Dignam)	1-Dec-15	\$ 1,000,000.00	Pending		
Pennsylvania Soybean Board	Development of Sustainable, Value-Added Soybean Meal Ingredients for Human Consumption (Apostolidis)	26-Jan-16	\$ 33,000.00	Pending		\$ 3,000.00
Boston Scientific Foundation	3D printing and network at Whittemore Library (Mitchell)	TBD	TBD			
HarvardPilgrim Health Care	TBD	TBD	TBD			
Framingham Union Aid Association	Nursing Program scholarships (Ferullo)	TBD	\$ 20,000.00			
<b>SUBTOTAL:</b>						

<b>Winter 2015-2016 - Patricia Bossange</b>						
Artplace America	TBD (Hamel)	TBD	\$ 500,000.00			
Hearst Foundations	Capital infrastructure at MW CPC (Coffey)	ongoing	TBD			

<b>Marion and Jasper Whiting Foundation</b>	<b>Travel stipend (Ludemann)</b>	<b>11-Jan-16</b>	<b>\$ 3,606.00</b>			
SUBTOTAL:						

<b>Spring 2015-2016 - Jonathan Lee</b>						
NSF	S-STEM (Carroll and Dignam)	TBD	TBD			
National Endowment for the Humanities	Fellowships (TBD)	TBD	TBD			
SUBTOTAL:						

<b>Spring 2015-2016 - Patricia Bossange</b>						
<b>Kellogg Foundation</b>	<b>Education research (Woodrum)</b>	<b>ongoing</b>	<b>TBD</b>			
<b>Massachusetts Board of Library Commissioners (MBLC)</b>	<b>Library Services and Technology Act--enhancement of links to FSU Career Center</b>	<b>ongoing</b>	<b>\$ 7,500.00</b>			
SUBTOTAL:						

## APPENDIX F CELTSS Update

- On November 16, CELTSS sponsored “Expanding Horizons: A Celebration of the 2015 Distinguished Faculty Awards.” The four recipients of the awards for Teaching, Scholarship, Service, and Advising gave brief presentations and answered audience questions about their work.
- The CELTSS Mentoring Director, Ira Silver, continued the series of new faculty mentoring workshops on November 20 with a workshop on “Being a Good Departmental Citizen.”
- CELTSS sent Vice President Vaden-Goad recommendations for funding 15 faculty grant applications submitted for Round 2 in November: 2 for Innovation in Teaching; 5 Research Stipends; 5 for Travel to Present Research; and 3 for Travel for Professional Development. Grants to faculty for Round 2 totaled \$19, 210. The final round of applications for CELTSS funding for AY 2015-16 is due on March 4, 2016.
- The annual CELTSS January Day, “Perspectives on Teaching and Advising,” was held on January 7. 85 faculty and staff attended 11 sessions on various topics such as “Accommodating the Needs of Diverse Students,” “Flipped Classrooms in the Biological Sciences,” and “The Smithsonian and FSU: A New Partnership.”
- CELTSS is supporting new initiatives focused on academic advising by collaborating with Chris Gregory and the Academic Advising Advisory Group on an “Advising is Mentoring” faculty workshop on Saturday, February 6. In addition, Jon Huibregtse will run a spring Book Circle on *Academic Advising Approaches: Strategies that Teach Students to Make the Most of College*.
- Following FSU’s selection as one of 40 institutions participating in the AASCU initiative, Reimagining the First Year of College, CELTSS is sponsoring ongoing discussions of first-year curriculum, instruction, and student learning, beginning with a series of spring workshops on Teaching First-Year Students.

## Arts and Humanities Updates January 14, 2016

### Departmental

#### *Fashion Design and Retailing (FDR)*

##### Advisory Board Meeting

The FDR Advisory Board met in October to discuss sustainability and social responsibility across their curriculum. Past Advisory Board meetings have recently led to the infusion of extended Excel usage into FASH 426 Retail Buying and Analysis; and the addition of required Power Point presentations of workplace readiness to FASH 496 Internship in Merchandising.

#### *World Languages*

##### ASL/English Interpreting BA-Completion Program Advisory Board meeting

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).

### Faculty

FDR faculty were involved in several capacities at the International Textile and Apparel Association meeting in Santa Fe this past November; Professor Seunghye Cho displayed a poster presentation on her costume work with students in the FSU production of *A Midsummer Night's Dream*; Professor Hae Won Ju and Dr. Rui Rui Zhang gave oral presentations on their research; and Professor Brianna Plummer received two ITAA apparel design awards.

Professor Pam Sebor-Cable presented as a lifelong learning series speaker on the topic of "East meets West: Cross Cultural Influences in Dress."

Dr. Audrey Kali (Communication Arts) began her teaching in Malawi this January as part of her Fulbright Award activities.

### Students

The Fashion Club presented its annual Trashion Show in November, an event in which students create fashion design from disposed materials.

In December, Massachusetts artist Clara Lieu juried the Art and Music Department's All-Student Show which will open on January 20<sup>th</sup> in the Mazmanian Gallery. The opening reception is scheduled for January 27<sup>th</sup> from 4:30-6:30pm.

In December faculty from the Art and Music Department reviewed artwork and oral presentations from students in the Senior Art Studio Seminar class for acceptance into the Senior Thesis Exhibition Series to be held in the Mazmanian Gallery this coming Spring.

## **Attachment H**

### **College of Education Updates**

**13 January 2016**

The College of Education continues to pursue the following initiatives:

- Partnering with local public schools, their families, and communities, the College of Education is crafting a proposal to the Kellogg Foundation, to improve the educational and health experience of young immigrant children. This proposal would further support the foundation at Framingham State University of a center for educational research and development.
- The College of Education will meet and discuss with supervising practitioners the new Professional Standards for teachers and the new evaluation system for pre-service teachers. This program addresses guiding student teachers to: develop well-structured lessons, make adjustments to practice, meet the needs of diverse learners in a safe environment, create high expectations, and become reflective practitioners.

## Updates from the College of Social and Behavioral Sciences 1/20/16

### Department Activities

- The Department of Business collaborated with the South Middlesex Opportunity Council (SMOC) as a partner on a successful grant application for an economic development implementation grant application for the Commonwealth of Massachusetts Executive Office of Housing and Economic Development's Urban Agenda Economic Development Grant Program. FSU will serve as a community partner with SMOC to implement community-based projects designed to empower and develop urban communities to advance employment and economic opportunities. Through this program, micro-loans will be available to Framingham-based entrepreneurs and small businesses that are not eligible for financing from larger financial institutions. Business faculty members will provide workshops to these entrepreneurs, and FSU students will serve as interns. The implementation grant of \$120,000 will cover a period of 18 months. Governor Charlie Baker and Lieutenant Governor Karyn Polito attended the grant announcement at SMOC headquarters.
- The Department of Geography has converted two major concentrations into a new major degree program in Environmental Studies and Sustainability.

### Faculty Accomplishments

- Dr. Christopher McCarthy-Latimer has authored two new publications:
 

Latimer, Christopher. "Deliberation in the Classroom: Whether Students Working has an Influence on Civic Learning, Opinion Formation and Engagement." *International Journal of Civic Engagement and Social Change* (2016)

Latimer, Christopher and Richard Kendrick. "How Communication Technologies Function as Platforms and Pathways to Civic and Political Engagement: An Agenda for Research and Public Policy." Hershey, Pennsylvania: IGI Global (2016).
- Dr. McCarthy-Latimer also had a presentation proposal accepted for the American Political Science Association's Teaching and Learning Conference in Portland, Oregon on the topic of classroom deliberations and the influence on civic learning and engagement.

## Updates from College of STEM

January 14, 2016

### Departmental Activities:

- The McAuliffe Center will host a commemoration of the 30<sup>th</sup> anniversary of the Challenger accident. The program is titled Inspiring the Future and will include a talk by NASA astronaut Catherine Coleman.
- The Department of Nursing is working on the final design for their suite in the renovated portion of Hemenway Hall.
- The John Stalker Institute held a ceremony to commend the students who graduated from the Certificate in Excellence in School Nutrition Program on December 16<sup>th</sup>.

### Faculty Accomplishments:

- Dr. Manos Apostolidis has published two book chapters and one journal article. The references are: **Apostolidis, E.** and Kwon, Y-I. (2015) Phytochemical Probiotic Synergies as Novel Functional Food Ingredients. *In* Functional Foods, Nutraceuticals and Natural Products: Concepts and Applications. Edited by: Vatter D.A. and Maitin, V., **Apostolidis, E.** and Lee, C. (2015) Emerging Sources for Marine Nutraceuticals. *In* Functional Foods, Nutraceuticals and Natural Products: Concepts and Applications. Edited by: Vatter D.A. and Maitin, V., and Kang, B-H., Racicot, K., Pilkenton, S.J. and **Apostolidis, E.** (2016) Evaluation of *Theobroma cacao* (cocoa) derived phenolic phytochemical fractions on the *in vitro* inhibition of carbohydrate hydrolyzing enzymes. *J. Food Biochem.* (Accepted for Publication).
- Dr. Andrea Gorman of the Nutrition Department has received a teaching with technology grant to turn Medical Nutrition Therapy into a flipped class. She will teach using case studies that she is currently developing.
- Dr. Steve Dinkelacker of the Biology Department has received funding from the USFWS and Capron Park Zoo to support alligator research. He has also received support from US Air Force to initiate drone surveys of alligator populations. His work has been covered by the North Carolina media. One article about his research is available here: <http://www.coastalreview.org/2016/01/scientists-alligator-hunt-premature/>
- Dr. Bryan Connolly of the Biology Department and his colleagues had two papers accepted for publication. The citations are: Connolly, B. and M. Brand. 2016. Kousa Dogwood *Benthamidia japonica* (Cornaceae) established as a free-living species in Massachusetts. *Rhodora* in press and Connolly, B. and M. Brand. 2016. Vouchering Photinia villosa (Rosaceae) as a wild plant in Connecticut. *Rhodora* in press

## Continuing Education (1/14/16)

- Through the expansion of our Dual Enrollment Program (funded by the Department of Higher Education), we are offering a course in General Psychology this spring to students from Keefe Technical High School and a course in Cultural Anthropology for students from Framingham High School. Both courses will be held on our campus in the late afternoon. We are also talking to Marlborough High School about offering a course in College Algebra that would be held at the Marlborough High School.
- We have signed an Agreement to offer a Framingham State Bachelor's Degree in Management and Liberal Studies on the Mass Bay Community College Wellesley campus. This partnership will provide students graduating from Mass Bay the opportunity to complete their bachelor's degree from FSU at a substantial discount.
- Scott Greenberg and Paula Hogard, Director of Professional Development and Workforce Education, attended the Annual Conference of the Association for Continuing Higher Education (ACHE). Paula was inaugurated as the incoming President of ACHE for 2016.
- Scott Greenberg submitted a presentation proposal that was accepted for the 101th Annual Conference of the University and Continuing Professional Education Association (UPCEA) in April 2016. The title of Scott's presentation is "Review of Literature on Part-Time Student Persistence: Implications for Continuing Educators."
- The English Language Programs published its Spring course brochure and is disseminating it in the MetroWest communities.

Director Institutional Process and Efficiencies – Cindi Glickman

January 20, 2016

## Current Projects and Updates

1. McAuliffe Center management of the Challenger and Planetarium programs moved to 25Live and Banner  
Project temporarily on hold to allow time to complete the Digital Measures and Starfish implementations.
2. Digital Measures (DM)  
Implementation of faculty data for PTR, promotions and CVs will take place the beginning of the spring 2016 semester. Interested faculty are being recruited to participate and receive individualized support.
3. Starfish
  - a. Master service agreement negotiation  
Negotiations are underway with an expected completion in the next several weeks.
4. Faculty Information Database
  - a. Workload (200890 to current)  
CBA requires that accumulated course release credit be calculated for all full-time faculty back to their start date. The workload analyses/audit needed to determine this information is underway and will be made available to faculty through Digital Measures.  
  
The first analyses being completed are for faculty wishing to use an accumulated course release in fall 2015 or spring 2016. Once all analyses are complete, a process will be in place to maintain this information on a semester basis. Chairs and deans will be provided with a list of faculty eligible for a course release in the coming semester. The deans and chairs will encourage faculty to use their course releases as they are earned.  
  
A policy and procedure document will be developed to outline the process and responsibilities.
  - b. Sabbatical  
Revised report for department chairs and deans in the testing phase. Information will be presented to faculty via Digital Measures.
5. Automating APR maintenance and reporting in Banner
  - a. APR maintenance began in fall 2015.
  - b. Policy and procedure for discretionary APRs is under development. It will include the responsible individuals, their specific responsibilities in the process, templates for the various documents (e.g. job description, approvals, reports and evaluations) and a step-by-step guide for obtaining a discretionary APR.
  - c. Discretionary APR documents will be maintained in the university's virtual filing system. The system has been set-up, security is being established and testing will begin within the next 1-2 weeks.
6. Automating and managing the process for the Graduate Studies and CE program coordinators and advisors. Includes development of the reports and staff training.
  - a. Automated process implemented in December 2015.

- b. Policy and procedure for the process is under development as are reports and staff training.
- 7. Faculty position management project
  - a. Initial set-up complete.
  - b. Reports under development.
  - c. Policy and procedure for maintaining will be developed over the next semester.
- 8. College assignment project
  - a. In the testing phase with implementation scheduled for spring 2016.

**January Update for Office of Assessment**

- Completed and submitted the first year grant report to Davis Educational Foundation
- Published the General Education Assessment Report for 2014-15
- Data collection underway for general education assessment portfolio 2015-16
- FSU Tobacco Free Campus survey was administered and, results were compiled and released
- Completed the final workshop in the series for Presidents Initiative for Critical Thinking and Written Communication. Appx 34 faculty from FSU and MassBay Community College participated in these year long series
- Updated President's Cabinet on results from assessments of student learning from the Multi-State Collaborative and Assessment of the General Education program
- Worked with the Business Department faculty to develop a mission statement and student learning objectives at the program level. This is to prepare them for specialized accreditation with IACBE
- Worked with the Earth Sciences Department to create a Mission Statement and student learning objectives at the program level. This is a new program that is well on their way to creating a good assessment plan.

**Office of Institutional Research  
(January 2016 Update)**

- AY15/16 Reporting Cycle

**Upcoming Due Dates:**

College Board Annual Survey – January 15, 2016

HEIRS Fall 2015 Post Term File – February 5, 2016

IPEDES Student Financial Aid, Graduation Rates, 200% Graduation Rates, Admissions, Outcome Measures – February 10, 2016

Princeton Review – February 19, 2016

Peterson's Annual Survey – February 19, 2016

Survey of Graduate Students and Postdoctorates in Science and Engineering (GSS) – February 29, 2016

Peterson's Annual Survey of UG Financial Aid – March 11, 2016

HEIRS Spring 2016 Student, Course, Enrollment Files – April 6, 2016

IPEDES Human Resources, Fall Enrollment, Finance, Academic Libraries – April 6, 2016

Wintergreen Annual Survey – April 15, 2016

US News and World Report – April 2016

HEIRS Spring 2016 Post Term File – July 5, 2016

HEIRS FY16 Annual Credit and Noncredit Instructional Activity File – August 29, 2016

**AY15/16 Completed:**

*HEIRS Degrees Conferred file - (completed)*

*IPEDES Institutional Characteristics; Completions; 12-month Enrollment - (completed)*

*SAT Validity Study - (completed)*

*NEBHE Regional Student Program Submission - (completed)*

*NSSE Population File uploaded – (completed)*

*HEIRS Fall 2015 Student, Course, Enrollment files – (completed)*

*HEIRS Budget Survey/Fiscal Measures Collection - (completed)*

- The 2016 NSSE (National Survey of Student Engagement) will be administered in the spring (the first email, with an invitation to participate, will be sent to all first year and senior students on Thursday, February 18<sup>th</sup>. In anticipation of the Vision Project focus on civic engagement, we will participate in that additional Topical Module offered by NSSE as well as First Year Experiences and Senior Transitions Module.
- Annual Graduation Placement Survey will be sent out in January 2016 to all 2014-2015 baccalaureate graduates.

**Whittemore Library:**

- **The Library's Archivist will be working with Communication Arts Professor Robert Johnson and a student intern to continue the alumni Oral History Project.**
- **Under the supervision of the Library Director, English major and intern Gina Piantoni will provide assistance with the research and implementation of the Oral History project; the staff S.O.A.R. analysis (strengths, opportunities, aspirations, and results) in preparation for the Long Range Plan; marketing library-sponsored events; planning and reporting on March building usage follow-up study and focus group, and researching best practices on responsiveness and retention efforts.**
- **The Library submitted a letter of intent to apply for a Massachusetts Board of Library Commissioners grant for Job/Career Information at your Library in collaboration with the campus Career Services and other community partners.**

**Honors Program:** A group of 19 honors students attended *The Nutcracker* just before winter break. We will be offering 10 honors classes this spring semester.