



# **Framingham**

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# **State University**

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

**November 4, 2015**  
**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, November 4, 2015  
PCR2  
8:00-9:30 am

1.0 Trustee Action Item: Sabbatical Leaves

1.1 Sabbatical Leaves: Background Information for the Board of Trustees. Please see Attachment A

1.2 Sabbatical Leaves: Descriptions and Recommendations. Please see Attachment B

1.3 Cost of Sabbatical Leaves: Please see Attachment C

**Trustee Action Requested: Motion to recommend to the full BOT**

2.0 World of Work: A new certificate program and collaborative center

2.1 Terry Dray, Director, Liverpool John Moores University. Please see Attachment D.

3.0 Brief Updates: Individuals below will be available for comment

3.1 Grants & Sponsored Programs, Jonathan Lee. Please see Attachment E

3.2 Center for Excellence in Learning, Teaching, Scholarship and Service (CELTSS), Elaine Beilin, Director; Jon Huibregtse, Assc. Director Please see Attachment F

3.3 College of Arts & Humanities, Marc Cote, Dean Please see Attachment G

3.4 College of Education, Arlie Woodrum Please see Attachment H

3.5 College of Social & Behavioral Sciences, Susan Dargan, Dean Please see Attachment I

3.6 College of Science, Technology, Engineering, and Mathematics, Margaret Carroll, Dean Please see Attachment J

3.7 Graduate Studies Update, Yaser Najjar, Dean Please see Attachment K

3.8 Continuing Education Update, Scott Greenberg, Associate Vice President and Dean of Continuing Education. Please see Attachment L

3.9 Office of Institutional Effectiveness

3.9.1 Process and Efficiencies, Cindi Glickman, Director Please see Attachment M

3.9.2 Assessment, Mark Nicholas, Director Please see Attachment N

3.9.3 Institutional Research, Ann Caso, Associate Director Please see Attachment O

3.10 International Education, Jane Decatur, Executive Director Please see Attachment P

3.11 Library, Bonnie Mitchell, Director Please see Attachment Q

### 3.12 Honors Program, Paul Bruno, Director Please see Attachment R

#### *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 (Acting Committee Chair) |
| Board of Trustees:                                     | Richard Gregory                       |
| Provost & Vice President (VP), Academic Affairs:       | Linda Vaden-Goad                      |
| Associate VP & Dean, Continuing Education:             | Scott Greenberg                       |
| Dean, Graduate Studies:                                | Yaser Najjar                          |
| Dean, Science, Technology, Engineering, & Mathematics: | Margaret Carroll                      |
| Dean, Arts & Humanities:                               | Marc Cote                             |
| 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, Institutional Research:                           | Ann Caso                                  |
| Director, Framingham State Food Study ((FS) <sup>2</sup> ): | Pat Luoto                                 |

## Proceedings

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### Approve Minutes

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

### Update - FS<sup>2</sup> Food Study

- P. Luoto updated the group on how the study has changed over the years.
- The initial study (cohort 1) was completed in the middle of May 2015.
- There were 26 participants.
- One point of the study was to answer the question "How is weight loss maintained?"
  - People know how to lose it, but they do not know how to maintain that loss.
- The study's researchers are now in their second cohort.
  - They have 75 people participating in cohort 2.
- There are 32 students and 14 faculty/staff participating in cohort 2.
  - This year, the study was opened to campus-wide and to community members.

Framingham State University (FSU)  
Academic Affairs Board of Trustees (BOT) Subcommittee  
Minutes  
President's Conference Room (PCR) II  
Wednesday, 16 September 2015 | 08:00 a.m. - 09:30 a.m.

- Recruitment materials were sent to neighbors in the community within a 5-mile radius.
- There was a 30-40% attrition rate (which is a fairly normal rate for this type of study). Some reasons for this may be due to:
  - Alcoholic beverages are not allowed.
  - The study is 9 months long.
- To increase interest in the study, a couple of tools have been introduced:
  - The Set-Point Health program: this helps automate the daily weight-measurement process.
  - Social media features.
- N. Budwig asked about the gender breakdown of study participants.
  - P. Luoto will get the numbers on this.
- R. Gregory asked what type of diet has had the better outcome so far, (low carbohydrates, high carbohydrates, etc.).
  - The researchers are not looking at that information until after cohort 3.
- M. Cote asked whether or not the participants lose more weight after the first initial weight-loss period.
  - P. Luoto said that they do not, because the researchers and dieticians monitor this and do not let that happen.
- Y. Najjar asked how the study has been received by the participants.
  - It has been very well received. The 25 participants who completed the study lost and maintained the weight loss.
- P. Luoto will also present at the full BOT meeting on September 29, 2015.

**Update - Provost**

- L. Vaden-Goad invited her direct supports so that the BOT could meet them, as well as a few others from the campus community.
- L. Vaden-Goad provided members of the meeting with copies of the Academic Affairs Strategic Plan.
  - This document provides information about the division's various metrics.
  - Academic Affairs is about 70% complete in terms of meeting its targets.
    - In some areas, the University has met 100% completion, such as in the areas of:
      - Global citizenship.
      - Competitiveness.
    - One in which the University still needs to improve is in strengthening new student preparation success.
      - A. Woodrum has been tackling this by building a bridge between FSU and the high schools.
- Regarding Summer 2015 projects:
  - Academic Affairs has been looking for ways to create support for faculty.
    - The new college/dean structure has helped with this.
  - Academic Affairs revised the reporting structure of the academic secretaries.
    - They used to report to buildings, but now they report to department chairs.
    - This change affected 9 people.
    - In Spring 2015, an additional change will occur for these secretaries: they will all be made the same clerical level.
  - Academic Affairs has created a base budget for each department.
  - Digital Measures will help highlight faculty work.
  - Regarding the 15% issue - Academic Affairs has made many improvements toward this.

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- The issue is that the University cannot have more than 15% of any one department made up of part-time faculty members.
  - FSU is now getting closer to this requirement.
  - At this point, a total of 9 courses would fix this problem.
  - The University has 1 more year to fix this problem.
- Academic Affairs improved upon the APR system.
- Starfish is a program the University has been working to implement that will help with sharing information about students with appropriate departments around FSU.
  - It will also help with retention.
  - FSU will now be partnering with this The World of Work program.
  - FSU will be the first U.S. school to partner with this program.
- The Arts and Ideas brochures share what FSU does for the community.
  - The events in the Arts and Ideas series are free and open to the community
  - Naomi Tutu will be coming to campus in Fall 2015, followed by Temple Grandin in Spring 2016.
- Current goals of Academic Affairs:
  - Inclusive excellence will help FSU's outreach with the community.
  - Academic Affairs is currently completing its academic continuity plan.
    - This plan will be helpful during times when it is difficult to run classes.
    - For example, FSU put this plan in action during last week's heat wave.
  - FSU wants to prepare students for the world of work.
  - The University has a new child care center and child care lab.
- R. Gregory asked if L. Vaden-Goad could review the terms of the 15% rule with him.
  - On this campus, there are Visiting Lecturer (VL) faculty, who are part-time in the day program.
  - They can be used when a full-time faculty member uses a course release. These course releases can be a result of a number of different activities a full-time faculty member may undertake, including:
    - Sabbaticals.
    - APRs.
    - Emergency leave/sick leave.
  - If a VL is hired because they are covering a course due to a course release, then they can be deducted from the 15% count.
    - In other words, these VLs would be "forgiven" for each department's percentage of part-time work. For example, a department is not penalized for hiring a VL to teach a course that is being covered because its department chair received a course release for being the department chair.
  - L. Vaden-Goad said that FSU is in good shape with this requirement, but there is still work to be done.
- N. Budwig asked for more information about Starfish.
  - It is essentially like a social media program, which may be a great way to engage students and help them navigate through their academic career.
  - It will help them connect with people on campus, like their advisor.
  - It is a data-sharing tool that ensures that the data is only shared with the appropriate people on campus.
  - Before this, their advisor may not have been privy to what was going on in their students' lives, aside from what the student would tell them.

### **Update - Institutional Research - U.S. News and World Report**

- This information is what U.S. News presents to the public.
  - There are a few data that the report does not list, which means that A. Caso would not be able to analyze, since there is not data on the other schools.
- FSU is currently in the second tier (as it was last year).
  - The goal is to make it to the first tier.
- The top line of the document that A. Caso distributed shows the portion of the total score
- Regarding the peer assessment score: FSU has maintained a 2.5 for a while now.
- The four-year average graduation rate is one area that carries much significance:
  - Collecting these data was started 10 years ago.
  - The predicted number of years until graduation has been problematic, because it is usually higher in actuality than what was predicted.
- The back of the handout shows the ranks over the years.
- N. Budwig commented that the new Director of Marketing, A. Capers would be able to help with our ranking from our peers.
  - In past years, the peer assessment score was just based on the prior year. Now, it is based on the prior 2 years.
- R. Gregory asked what the impact of the report is.
  - If a University is listed as one of the top schools in its area, then this is a great promotion for that school.
  - Parents of potential students may not look at this metric, but peer schools will.
- N. Budwig asked if there has been thought about how to move forward to try and achieve the top tier.
  - If FSU can improve its retention rates (which it has been), then this will help.
  - Many lower peer schools are around the 80% ranking.
  - Digital Measures will be a tool to help with this, as will Starfish.

### **Update - Honors Program**

- Last year, Trustee Fernando Quezada asked about the demographics of the Honors Program, which is the reason why this update is being provided at this meeting.
  - There is a document in the packet that outlines the demographic information for the Honors Program.
- FSU's Honors Program has grown 112%.
  - The program had 274 students enrolled in 2014.
  - The program currently has 280 students enrolled in 2015.
- R. Gregory asked whether students were originally enrolled in the program when they first came to FSU.
  - Yes, they were. Most students are accepted based on their ACT / SAT scores.
  - Last year, however, they admitted 5 students from the FSU community who were not originally accepted into the program.
- L. Holloway asked about how the demographics of the Honors Program.
  - FSU could improve in this respect.
  - S. Huddleston mentioned that one challenge that FSU faces in attracting more minority students is that competing schools can offer full scholarships to their incoming minority students.
- General comments about the Honors Program:

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- The Honors House features 24/7 access to its students, who can gain enter via their student ID.
- Seven students attended the Northern Ireland trip.
- This upcoming Friday, 9.18.15, the Honors students will be taking an overnight trip to Thompson Island.
  - This trip has been successful in creating more of a close-knit community among the Honors students.
  - This is the fourth year this trip will occur.
- Lori Anderson, Assistant Director of the Honors Program, started getting the students involved in volunteer work via the Ronald McDonald foundation.
- Retention in the Honors Program is very high.
- This year, the scholarship offered to incoming Honors students was reduced to \$500.
  - However, this has not affected the numbers.
  - If the program is to increase, then this would reduce the amount of the scholarship, which is an important incentive.

### **Update – Academic Deans**

- College of Arts & Humanities - M. Cote:
  - At the next Board of Trustees meeting, his college will propose an addition to the capital plan: moving the ceramics area to the Mayhew Building.
  - This will solve 5 problems:
    - Ensuring the safety of the ceramics facility (which currently has no ventilation system).
    - Allowing the Art & Music department to add studios for the upper-level students in the existing area.
    - Moving the printmaking area into the lower area, which allows for better tools and equipment.
    - Freeing up space in the upper classrooms for general education courses.
    - Giving the sculpture area a safer work environment with higher ceilings.
- College of Education – A. Woodrum:
  - The College of Education is looking to reorganize and become more structured.
  - This will allow the college to expand into several departments.
  - The college also wants to create relationships with underrepresented minorities; they plan on getting foundation money to expand the program.
- College of Social & Behavioral Sciences – S. Dargan:
  - She is convening a group of students for a minor in Latin Studies.
    - There will also be a new, interdisciplinary course for this.
  - Nathaniel Philbrick, author of *In the Heart of the Sea*, will be coming to campus.
    - The Planetarium will be hosting a show about using the stars for navigation for this.
- College of Science, Technology, Engineering, and Mathematics (STEM) – M. Carroll:
  - The McAuliffe Center will be hosting other programs for Nathaniel Philbrick's visit to campus, including readings from the book.
  - Four faculty members attended Project Kaleidoscope.
    - This program is aimed at improving retention in STEM fields.
  - Professor Catherine Dignam is putting together an HHMI proposal.
  - Professor Larry McKenna is working on a collaborative project with UMass Boston, which includes taking students to Thompson Island for bio-mapping.

### Update – Provost's Direct Reports

- Institutional Process & Efficiencies – C. Glickman:
  - She is working on cleaning and creating a database for faculty information. This will be utilized with Digital Measures, as well as Starfish.
  - She is working on hiring a Coordinator of Retention who will work with Starfish.
- Grants and Sponsored Programs – J. Lee:
  - During the summer of FY 2016, the Office of Grants and Sponsored Programs submitted grant applications and contract invoices in the amount of approximately \$1.7 M.
    - The University was awarded funding in the amount of approximately \$1.3 M.
  - The MA Department of Higher Education (DHE) awarded a Commonwealth Dual Enrollment Program (CDEP) grant in the amount of \$48,000.00 to the university.
    - The successful effort reflected the strong track record of FSU with the Dual Enrollment program, the expertise of the project director and the project coordinator, and the collaborative work of many administrators.
  - Development of the Fulbright Scholar Program at FSU, the organizing of the FSU Institutional Review Board (IRB), and the implementation of the Smithsonian Affiliations Program are proceeding effectively.
- Continuing Education – S. Greenberg:
  - The dual enrollment program has been working with many offices on campus.
    - In the past, it has served approximately 20-30 students.
    - This year, it has served 120, which is a huge accomplishment.
    - It is aimed at low-income, under-represented students.
- Graduate Studies – Y. Najjar:
  - The number of new, matriculated students increase by 36% for Fall 2015.
  - This year, Y. Najjar is looking at a new strategic marketing plan with the new Director of Marketing.
- Library – B. Mitchell:
  - The library does much general outreach, including workshops for faculty, students, and the community.
  - They have a new multimedia subscription with *The New York Times*.
  - The library hosted a scavenger hunt that focused on teaching students research tips.
- CELTSS – J. Huibregtse:
  - J. Huibregtse is the new Assistant Director of CELTSS; the Director of CELTSS, Elaine Beilin, is also new this year.
  - CELTSS is forming subcommittees to work on January Day and A Day in May.
- International Education – J. Decatur:
  - Her office has increased the number of scholarships to students.
  - Her office also has funding for faculty to attend conferences.
  - The financial aspect is the biggest hurdle for students to participate in international studies.
  - N. Budwig: states that the number of study abroad students is great so far.
    - She then asked if there were any programs to help students engage after they return from their semesters abroad.
      - J. Decatur states that it is difficult to engage them, although many are willing to talk about their experiences at the student abroad fair.
      - Also, when students return, they help host a panel discussion.



To: Javier Cevallos, Ph.D.  
President

From: Linda Vaden-Goad, Ph.D.  
Provost & Vice President for Academic Affairs

Date: October 30, 2015

Re: Sabbatical Leave

I am recommending the following individuals for sabbatical leave:

| Department                 | Last Name   | First Name  | Duration     | Request Granted |
|----------------------------|-------------|-------------|--------------|-----------------|
| Nursing                    | Bechtel     | Cynthia     | Fall 2016    | Yes             |
| History                    | Bollettino  | Maria       | Spring 2017  | Yes             |
| Communication Arts         | Bowen       | Christopher | Fall 2016    | Yes             |
| Arts & Music               | Burke       | Mary (Lisa) | Fall 2016    | Yes             |
| Sociology                  | Cohen       | Marian      | Spring 2017  | Yes             |
| Biology                    | Davis       | Aline       | Spring 2017  | Yes             |
| Psychology & Philosophy    | Galvin      | Paul        | Spring 2017  | Yes             |
| Art & Music                | Grey        | Stephanie   | Spring 2017  | Yes             |
| Mathematics                | Mabrouk     | Sarah       | Spring 2017  | Yes             |
| English                    | Maibor      | Carolyn     | AY 2016-2017 | Yes             |
| Sociology                  | Martin      | Jonathan    | Fall 2016    | Yes             |
| Nursing                    | Mullaney    | Susan       | Spring 2017  | Yes             |
| Fashion Design & Retailing | Noon        | Virginia    | Fall 2016    | Yes             |
| Mathematics                | Page        | Robert      | Fall 2016    | Yes             |
| Library                    | Rothenberg  | Sandra      | Spring 2017  | Yes             |
| Fashion Design & Retailing | Sebor-Cable | Pam         | Spring 2017  | Yes             |
| Biology                    | Shearman    | Rebecca     | Spring 2017  | Yes             |
| Sociology                  | Silver      | Ira         | Spring 2017  | Yes             |
| English                    | Springer    | Claudia     | Fall 2016    | Yes             |
| Biology                    | Van Roo     | Brandi      | Fall 2016    | Yes             |

Please see Appendices A and B for additional information on the requests for AY 2016-2017.

As a comparison, the numbers of faculty who were granted sabbaticals in the past are as follows:

- AY 2015-2016: 16
- AY 2014-2015: 26
- AY 2013-2014: 16
- AY 2012-2013: 8
- AY 2011-2012: 8
- AY 2010-2011: 13

| <b>1. Name</b><br><b>2. Department</b><br><b>3. Duration Requested</b><br><b>4. Title</b>   | <b>Purpose</b>   | <b>Outcomes</b>  | <b>Qualifications</b>   | <b>Connection to Teaching</b>  | <b>Replacement</b>  | <b>Approvals</b><br><b>1. Chair</b><br><b>2. Dean</b><br><b>3. Provost</b><br><b>4. President</b> |
|---|--|--|---|--|---|---|
| 1. Dr. Ira Silver<br>2. Sociology<br>3. Spring 2017<br>4. Book: <i>More than Meets the Eye: Unmasking America's Most Publicized Dangers</i> | Dr. Silver will complete his latest book, which will focus on media coverage of several social problems, including racial profiling, intimate partner violence, mass shootings, and sexual assault. He will expose how these problems are often broader in scope than reported and how the underlying social issues that generate these problems are largely not addressed by the media. | Dr. Silver will finish the manuscript by the summer of 2017. While many social problems texts devote individual chapters to selected social problems, this one will be the first to begin each chapter with the media coverage of the social problem as the starting point.  | Dr. Silver is an accomplished educator and scholar whose work focuses broadly on social inequality. He has published two scholarly books, one on social problems and the other on inequality and philanthropy, and one book for general readership on philanthropy.   | Dr. Silver has involved undergraduates in the research related to the book through research assistantships. Since he teaches Social Problems at the University, he knows that students react well to engaging and accessible texts, and his latest book, like his others, will possess those characteristics. The research that he undertakes to complete the book will inform his teaching as well. | Two Visiting Lecturer faculty members will cover Dr. Silver's courses in the spring.<br><br><u>2 VL</u>   | 1. Approved<br>2. Approved<br>3. Approved<br>4.   |
| 1. Dr. Marian Cohen<br>2. Sociology<br>3. Spring 2017<br>4. Data collection and analysis for local community                                | Dr. Cohen will collaborate with the town of Lexington to design a town-wide survey to assess the residents' conceptions of the type and scope of services they need from the town, as well as their satisfaction with the town's delivery of those services. She will collect and analyze the survey data and present the findings to various constituents in the community.             | Dr. Cohen's primary outcome is a report for town officials and residents based on the survey findings. The report will be disseminated to various constituencies in spring 2017, including the town manager, the Board of Selectman, the School Committee, and the Planning Board. It will also be posted on the town's website and will be presented in various forums. | Dr. Cohen regularly teaches the research methods course sequence in the sociology department. She is also the director of the University's Center for Social Research. She conducted a similar study for Lexington in 2012-2013.  | Dr. Cohen's research is an example of applied sociology, which involves the application of sociological theories and concepts to social phenomena. Dr. Cohen will use her sabbatical project to demonstrate various research methodologies to her research methods students. She also plans to engage student interns in her research project.   | Two Visiting Lecturer faculty members will cover Dr. Cohen's and Dr. Martin's courses for the fall. Dr. Cohen was slated to teach two courses in the fall due to a previously accumulated teaching overload.<br><br><u>2 VL</u> | 1. Approved<br>2. Approved<br>3. Approved<br>4.   |
| 1. Dr. Jonathan Martin<br>2. Sociology<br>3. Fall 2016<br>4. Third Party Politics in the 2016 Presidential Election                         | Dr. Martin will investigate how the U.S. progressive third party movement has evolved since 2015 with an emphasis on the 2016 presidential election and the candidacy of Bernie Sanders. He will consider the impact of the Sanders campaign on public perceptions and status of progressive third party candidates.   | Dr. Martin will collect an array of data during the fall of 2016 on the latest trends in progressive third party candidates and politics. After the national elections in November 2016, he will begin to analyze election results. His goal is to produce a working paper, a conference presentation, and a scholarly article on his findings.                          | Dr. Martin is the author of a new book, <i>Empowering Progressive Third Parties in the United States</i> (2015 Routledge). He is a political sociologist with a sustained scholarly interest in third party progressive politics and economic populism. He has numerous scholarly publications on these topics. | Dr. Martin's findings will enrich his teaching in his Political Sociology and Social Problems courses. He is also planning to develop a course, which could be cross-listed with Political Science, on third party movements in the United States.   | Two Visiting Lecturer faculty members will cover Dr. Cohen's and Dr. Martin's courses for the fall<br><br><u>2 VL</u>   | 1. Approved<br>2. Approved<br>3. Approved<br>4.   |





| 1. Name<br>2. Department<br>3. Duration Requested<br>4. Title  | Purpose   | Outcomes  | Qualifications   | Connection to Teaching  | Replacement   | Approvals<br>Attachment B<br>1. Chair<br>2. Dean<br>3. Provost<br>4. President |
|--|---|---|--|---|---|--|
|  | also plans to attend the Biology Scholars Program of the American Society of Microbiologists to learn about effective ways of assessing pedagogical changes.  |   |  |   |   |  |
| 1. Brandi Van Roo<br>2. Biology<br>3. Fall 2016<br>4. Completion of manuscripts on avian endocrinology and on the impacts of solar arrays on wildlife communities and development of learning activities on cost-benefit analysis in conservation biology. | Dr. Van Roo will conduct necessary literature searches, data analyses, and writing for two manuscripts, one on avian endocrinology and the other on   | Dr. Van Roo will produce two papers for submission to journals for peer review. She will also enhance the wildlife curriculum providing students with real-world activities that should enhance their value in the workforce. | Dr. Van Roo earned her Ph.D. in behavioral endocrinology at the University of Indiana. She is a successful scientist and an excellent teacher. She is a gubernatorial appointee to the state board overseeing the Division of Fish and Wildlife. | This time will allow her to keep her research moving forward. She has incorporated many students into her work in the past and will continue to mentor students in their capstone projects. Dr. Van Roo will teach students in the wildlife biology and environmental science programs to conduct quantitative cost benefit analyses. | Dr. Van Roo's animal behavior course will be postponed to another semester. Her General Education course will be covered by a VL.<br><br>2 VLs  | 1. Approved<br>2. Approved<br>3. Approved<br>4.                                |
| 1. Susan Mullaney<br>2. Nursing<br>3. Spring 2017<br>4. Development of Doctor of Education in Nursing Higher Education.  | Less than 1% of RNs hold a doctoral degree. There is need for RNs who are prepared to teach at the college and university level. Dr. Mullaney will develop a proposal for a new Ed.D. in Nursing Education program.   | (1) Courses and course descriptions<br>(2) Course and program outcomes<br>(3) Recommended admission criteria<br>(4) Suggested dissertation and program completion requirements  | Dr. Mullaney earned her Ed.D. in Healthcare Education at Nova Southeastern University. She has been a successful faculty member at Framingham State and serves as chair of the Nursing Department.   | As an instructor in the MS in Nursing program, she frequently urges her students to pursue a doctoral degree. This experience will give Dr. Mullaney a better understanding of current requirements for the Ed.D. and provide options for her students.   | Dr. Susan Conrad will serve as acting chair during the sabbatical. The department will hire 2 vls to cover Dr. Mullaney's graduate courses.<br><br>2 VLs for Graduate School, paid by DGCE  | 1. Approved<br>2. Approved<br>3. Approved<br>4.                                |
| 1. Cynthia Bechtel<br>2. Nursing<br>3. Fall 2016<br>4. Emergency Nurses Experiences with Critical Incidents  | Dr. Bechtel will prepare her research on emergency nurses for publication. She will collate and analyze data and prepare manuscripts for publication in Journal of Emergency Nursing. She will prepare recommendations for emergency departments for inservice education. | Publications on the experiences of emergency nurses with critical incidents.  | Dr. Bechtel earned her Ph.D. in Nursing at UMass Worcester. She is an active member of the FSU Nursing Department and serves on the Graduate Education Council.  | Dr. Bechtel teaches research methods to MSN students and requires that they prepare an integrative review for publication. Publishing her research will provide a role model for her students.  | Dr. Mullaney and Dr. Conrad will share the duties of the MSN program coordinator. VLs will be hired to teach Dr. Bechtel's graduate courses.<br><br>3 VLs for Graduate School, paid by DGCE | 1. Approved<br>2. Approved<br>3. Approved<br>4.                                |

| <b>1. Name</b><br><b>2. Department</b><br><b>3. Duration Requested</b><br><b>4. Title</b>   | <b>Purpose</b>   | <b>Outcomes</b>   | <b>Qualifications</b>   | <b>Connection to Teaching</b>   | <b>Replacement</b>  | <b>Approvals</b><br><b>1. Chair</b><br><b>2. Dean</b><br><b>3. Provost</b><br><b>4. President</b> |
|---|--|---|---|---|---|---|
| 1. Robert Page<br>2. Mathematics<br>3. Fall 2016<br>4. Mathematics Research and Review and Revision of the Math Teacher Prep program.   | Dr. Page will collaborate with his graduate advisor on mathematics research related to his thesis and subsequent publications. He will also get trained on the new mathematics teacher prep standards of CAEP. He will codify the department's pro-prep program to insure consistency and that the program continues to meet all CAEP standards.           | (1) Peer reviewed publication(s) in the field of functional analysis.<br>(2) Certification as a program reviewer for middle and high school professional prep programs accredited by NCTM CAEP.<br>(3) An explicit list of topics and activities that will fully prepare pre-service math teachers.   | Dr. Page is a former high school teacher who earned his Ph.D. at the University of Mississippi. He has remained active in mathematics research and has been instrumental in the professional preparation of mathematics teachers.   | Dr. Page can draw direct connections between his research and the Real Analysis course that he teaches. Serving as a reviewer for math teacher prep programs will help him to analyze and revise our program to better prepare our future teachers.   | VIs will be used to cover 2 math courses that he would normally teach in the fall.<br><br>2 VLS | Attachment B<br>1. Approved<br>2. Approved<br>3. Approved<br>4.                                   |
| 1. Sarah Mabrouk<br>2. Math<br>3. Spring 2017<br>4. Preparation of Excel Workbooks for Mac Users  | Dr. Mabrouk creates MS Excel Workbooks for use in Intro to Stats, College Algebra, Pre-calculus, Calc I, and Cal II. Students use these tools in her classes, but students with Mac computers cannot use them. She will translate these workbooks in Excel for Mac so that they can be accessed by all students.   | (1) Workbooks for use by students who use Macs in her classes.<br>(2) Workshops and papers sharing her workbooks and ideas for incorporating them into classes.   | Dr. Mabrouk holds a Ph.D. from Boston University in Mathematics and is an active member of the math department. She has published several papers and conducted workshops on her workbooks. The Microsoft version won an award for innovation at the International Conference on Technology in Collegiate Mathematics.     | This project will benefit numerous students who use Macs in Dr. Mabrouk's courses and serve needs of students and educators at other institutions.  | Dr. Mabrouk's courses will be covered by VLS.<br><br>3 VLS                                      | 1. Approved<br>2. Approved<br>3. Approved<br>4.   |
| 1. Maria Bollettino<br>2. History<br>3. Spring 2017<br>4. Slavery, War, and Britain's Atlantic Empire: Black Soldiers and Rebels in the Eighteenth-Century British Atlantic World | Dr. Bollettino's plan is to complete a draft of her manuscript for submission to the University of Pennsylvania Press. She will utilize her own extensive research into the social and cultural history of the participation of enslaved and free Blacks in Jamaica's Maroon Wars and the War of Jenkins' Ear and the Seven Years' War in British America. | All of Dr. Bollettino's research for her manuscript is complete. She plans to compose a new chapter, introduction, and epilogue for her book, as well as to revise its five existing chapters. Upon invitation from Robert Lockhart, history editor at the University of Pennsylvania Press, Dr. Bollettino will submit her manuscript for publication. | Dr. Bollettino holds a PhD from the University of Texas at Austin with research specializations in early American history, history of the Atlantic world, history of slavery, history of race, gender, and identity in the 18th-century British Empire, and social and cultural history of 18th-century imperial warfare. | She teaches early American history, history of the Atlantic world, Caribbean history, comparative history of slavery and antislavery, history of race, gender and identity in early America, and African American history. Her research directly links to these areas and informs her teaching with depth and diversity of outlook. Additionally, she shares with students her skills in analyzing archival sources, working with historians' interpretations, and writing about history. | Need to cover: Two American history courses.<br><br>2 VLS                                       | 1. Approved<br>2. Approved<br>3. Approved<br>4.   |

| <b>1. Name</b><br><b>2. Department</b><br><b>3. Duration Requested</b><br><b>4. Title</b>  | <b>Purpose</b>   | <b>Outcomes</b>   | <b>Qualifications</b>  | <b>Connection to Teaching</b>  | <b>Replacement</b>  | <b>Approvals</b><br><b>1. Chair</b><br><b>2. Dean</b><br><b>3. Provost</b><br><b>4. President</b> |
|--|--|---|--|--|---|---|
| 1. Mary (Lisa) Burke<br>2. Art and Music<br>3. Fall 2016<br>4. a) Continued Research into Kiribati Music and Dance and<br>b) Development of Improvisational Skills in Doo-wop Piano and<br>c) Digitization and Cataloguing of Fieldwork Recordings, Films, and Photographs | Dr. Burke's plan is to:<br>a) continue her research into Kiribati music and dance with an emphasis on the literature (historical ethno, performance and emotion, diaspora, and social media) and to refine her recent work on concepts of space and place as manifested in music and dance, and modifications due to climate change.<br>b) build upon her classical piano training to engage with her doo-wop band Doo-Wop DeVille in a more improvisational approach<br>c) continue with her ongoing project of digitizing and cataloguing her fieldwork production.  | Dr. Burke plans to:<br>a) conduct research on space and place in Kiribati music and dance and to submit that research to the Association for Social Anthropology in Oceania for a multi-year panel on music in Oceania<br>b) learn appropriate licks and passagework in different keys to enable improvisation with Doo-Wop DeVille<br>c) Increase accessibility of her research for herself and others through digitization and cataloguing of her work.   | Dr. Burke holds a PhD from Brown University with a specialization in ethnomusicology (in particular, music and dance of the South Pacific).  | Her research into Kiribati music and dance directly links to her regularly offered General Education courses "World Music Cultures" and "Music, Dance, and Ritual in the Pacific." Her band performances allow her to instruct more knowledgably in her "History of Rock Music" doo-wop unit. Her digitized, catalogued fieldwork output provides dynamic material for her classes in ethnomusicology.     | Needed to cover: Two music classes.<br><br>2 VLS  | Attachment B<br>1. Approved<br>2. Approved<br>3. Approved<br>4.                                   |
| 1. Stephanie Grey<br>2. Art and Music<br>3. Spring 2017<br>4. Design for People: Communication through Heightened Sensory Awareness and its Impact on Learning and Imagination   | Professor Grey plans to further her work in sensory-based design and universal design as conduits to understanding people and how they experience the world. In her work with sensory-based design, she will create scenarios for users in which multiple senses are stimulated as part of the learning process so that people of all ages will have an enhanced learning experience.<br><br>With universal design, Professor Grey will continue to develop the expertise to design printed materials, digital apps, and websites that take into account such concerns as mobility issues, low vision, blindness, cognitive issues, and age. | Professor Grey plans to:<br>a) partner with a local educational institution to create a set of materials and experiences that are enhanced by stimulating more senses and that hold universal design principles in mind.<br>b) create new methods for teaching design and a new process for design students to follow<br>c) write an article explaining the work and submit it for publication<br>d) create a themed exhibition based upon the work created | Professor Grey holds an MFA from the Rhode Island School of Design with a specialization in sensory-based design. In her professional practice as a freelance designer, she incorporates universal design as a component of her solutions for clients. | Professor Grey's activities directly correlate with the curriculum of the Graphic Design concentration and will enhance the scope and depth of student study in the Art and Music Department.<br><br>Professor Grey continues to advance her place in the design profession through recognition in the area of sensory-based design and by doing so brings notoriety to the Graphic Design program at FSU. | 2 design courses will be covered by VL's and the Senior Portfolio class will be covered by Professor Yalowitz.<br><br>2 VLS | 1. Approved<br>2. Approved<br>3. Approved<br>4.   |

| <b>1. Name</b><br><b>2. Department</b><br><b>3. Duration Requested</b><br><b>4. Title</b>   | <b>Purpose</b>  | <b>Outcomes</b>   | <b>Qualifications</b>  | <b>Connection to Teaching</b>  | <b>Replacement</b>   | <b>Approvals</b><br><b>1. Chair</b><br><b>2. Dean</b><br><b>3. Provost</b><br><b>4. President</b> |
|---|---|---|--|--|--|---|
| 1. Claudia Springer<br>2. English<br>3. Fall 2016<br>4. Picturing the Abyss: Environmental Crisis and Visual Media                                | Dr. Springer plans to finish a book titled Picturing the Abyss: Environmental Crisis and Visual Media. The book will be appropriate to use as a textbook in environmental studies, history of photography, and film studies classes.  | Dr. Springer plans to finish a book titled Picturing the Abyss: Environmental Crisis and Visual Media by the end of 2016. With 112 pages already written, the book is underway. Additionally, upon the invitation of an editor, she will submit a proposal for publication to McFarland Press.  | Dr. Springer holds a PhD in Film Studies from Northwestern University with a specialization in cultural representation in ethnographic, educational, and contemporary Hollywood cinema.                                    | Dr. Springer’s research into media representation in the environmental crisis augments her regular teaching of “Introduction to College Writing” in which she engages students with the theme of animal rights. Additionally, she intends to focus on the subject of film and environmentalism in her upcoming spring offering of “Studies in Film.”   | 2 film courses will be covered by VLS<br>2 VLS   | Attachment B<br>1. Approved<br>2. Approved<br>3. Approved<br>4.                                   |
| 1. Carolyn Maibor<br>2. English<br>3. Acad. Year 16-17<br>4. The Representation of Servants in 18th- and 19th-century American Literature         | Dr. Maibor plans to continue her study on both fictional and non-fictional portraits of service and its effect on those who perform it. In particular, she would like to focus her research and writing on:<br>a) the work of Robert Roberts, an African American and former slave who was employed as a servant to former Massachusetts Governor Christopher Gore and<br>b) the family journals of Lizzie Goodenough (a former domestic servant) and the insight into working class rural life in the 19th-century which they provide. | Dr. Maibor plans to conduct additional research into the Abolitionist Movement work of Robert Roberts and to revise and expand an essay on Roberts’ activities and influence. She also plans to pursue further research into the Goodenough family journals with the potential of that study becoming a separate book-length project. | Dr. Maibor holds a PhD from Brandeis University with specializations and teaching interest in early through 19th-century American literature and philosophy, literary theory and gender studies, rhetoric and composition. | Dr. Maibor teaches several offerings in 19th-century American literature. This research project will enhance the teaching of these courses, particularly in literature in which domestic service and the “servant problem” figures. Her familiarity with journals and other writing in which daily life of these servants is depicted, helps her to provide students with greater insight into characters and an opportunity to engage in more nuanced discussions about choices made. | 2 200-level American Literature courses may be taught by a VL or by FTT Lorianne Disabato if she is rehired for AY 16-17.<br>2 VLS (or 2/3 of FTTs responsibilities) | 1. Approved<br>2. Approved<br>3. Approved<br>4.   |
| 1. Virginia Noon<br>2. Fashion Design and Retailing<br>3. Fall 2016<br>4. Health and Safety in Textile and Apparel Dyeing in Developing Countries | Professor Noon plans to work from her field research on health and safety in the dyeing industry that she completed in Mauritania last spring, to first translate and analyze data and then to write her doctoral dissertation on the topic.  | Professor Noon plans to complete the writing of her dissertation leading to the completion of her Doctoral Degree at UMass, Lowell. Additionally, she plans to submit a book on the topic for publication.  | Professor Noon holds a Master of Science from Kansas State University with a specialization in clothing and textiles. Additionally she is a garment industry technical design and quality assurance professional.          | The business of fashion in today’s global economy is a major component of all the courses Professor Noon teaches in the Fashion Design and Retailing Department. Her students will enter a global workplace and face many challenges related to culture and customs, the work environment and sustainability of the textile and apparel production process.  | Internship and merchandising courses to be taught by TTs in the department and a VL.<br>1 VL   | 1. Approved<br>2. Approved<br>3. Approved<br>4.<br><br>Page 16 of 40                              |

| <b>1. Name</b><br><b>2. Department</b><br><b>3. Duration Requested</b><br><b>4. Title</b>   | <b>Purpose</b>   | <b>Outcomes</b>  | <b>Qualifications</b>   | <b>Connection to Teaching</b>   | <b>Replacement</b>   | <b>Approvals</b><br><b>1. Chair</b><br><b>2. Dean</b><br><b>3. Provost</b><br><b>4. President</b> |
|---|--|--|---|---|--|---|
| 1. Pam Sebor-Cable<br>2. Fashion Design and Retailing<br>3. Spring 2017<br>4. Illustrator, Photoshop, and alternative Technology for the Fashion Industry   | Professor Sebor-Cable plans to develop technological skills appropriate for the fashion design industry, in particular Adobe Photoshop and Adobe Illustrator. She will take courses in these areas and then develop practice techniques to incorporate into her classes.   | Professor Sebor-Cable will learn new technological skills that are applicable to the subjects that she teaches in addition to the upper level courses that she is projected to teach in the future.                              | Professor Sebor-Cable holds an MS in Fashion Design and Merchandising from the University of Rhode Island with a specialization in historic costume and textiles. | Professor Sebor-Cable's training in industry-appropriate technology will benefit the Fashion Design and Retailing Department by allowing a circulation of the fashion design professors through cycle of design classes. By doing working with this circulation, each design professor will then have the opportunity to teach upper-level courses showcasing their individual fields of expertise. | Fashion Design courses reassigned to TT professors and VL's.<br><br>2 VLs                                | Attachment B<br>1. Approved<br>2. Approved<br>3. Approved<br>4.                                   |
| 1. Christopher Bowen<br>2. Communication Arts<br>3. Fall 2016<br>4. Produce Works in Visual Media and Conduct research fiction and non-fiction media artifacts and Professional Development Leading toward Instructor Certification | Professor Bowen plans to:<br>a) create a body of work in visual media<br>b) update and expand his understanding and skills in various technologies in the visual media industry<br>c) update and expand on skills in verbal and non-verbal interpersonal communication (with a focus on body language and micro-expressions) | Professor Bowen plans to generate key ideas and concrete assets that will comprise material appropriate for inclusion in the rewritten 4th edition manuscripts for his two current texts on motion media production and editing. | Professor Bowen holds an MFA from Boston University with specializations in video editing and production.   | Professor Bowen's research and technology training provide direct benefit to his teaching of media arts and media communication courses.  | Television and film production courses and writing for visual media courses covered by VLs.<br><br>2 VLs | 1. Approved<br>2. Approved<br>3. Approved<br>4.   |

Sabbaticals - AY 2016-2017  
Appendix B - Net Cost Calculation

Assumptions:

|  |   |
|--|---|
| Annual Tuition and Fees:                             | \$8,700.00  |
| Annual Tuition Component:                            | \$970.00  |
| Tuition per Course (8 course load assumption):       | \$121.25  |
| Tuition Revenue per Course (25 students assumption): | \$3,031.25 <i>assumed retained by allocating these VLs to Clg. Ops.</i> |
| VL Faculty Cost per course (per AA costs avg.):      | \$6,672.00  |
| FTT Faculty Annualized Cost:                         | \$58,908.06 <i>revised 10/29/15</i>                                     |
| FTT Faculty Cost per course (6 courses):             | \$9,818.01 <i>all FTTs hired will be part of the faculty count</i>      |
| One Semester Sabbaticals - no salary cost impact     |   |
| Two Semester Sabbaticals - 50% salary coverage       |   |
| Assumed Annual Salary Costs for Full Year Situation: | Actuals   |

|   |   |   |       |
|---|---|---|-------|
| A | B | C | A-B-C |
|---|---|---|-------|

| Purple highlight represents faculty whose courses tuition revenue was remitted (with VL use, will be retained) |              |             | Course Coverage |              |                |               | Positions | Note         |   |
|--|--------------|-------------|-----------------|--------------|----------------|---------------|-----------|--------------|---|
| Cost/Revenue Calculations:   |              |             | VL Backfill     | FTT Backfill | Backfill Costs | Retained Rev. |           |              | Salary Impact                                   |
| Position 1   | Fall 2016    | Bechtel     | 3               |              | \$20,016.00    | \$0.00        |           | \$20,016.00  | The 3 VLs are for Graduate School,paid by DGCE. |
| Position 2   | Spring 2017  | Bollettino  | 2               |              | \$13,344.00    | \$6,062.50    |           | \$7,281.50   |   |
| Position 3   | Fall 2016    | Bowen       | 2               |              | \$13,344.00    | \$0.00        |           | \$13,344.00  |   |
| Position 4   | Fall 2016    | Burke       | 2               |              | \$13,344.00    | \$0.00        |           | \$13,344.00  |   |
| Position 5   | Spring 2017  | Cohen       | 2               |              | \$13,344.00    | \$0.00        |           | \$13,344.00  |   |
| Position 6   | Spring 2017  | Davis       | 2               |              | \$13,344.00    | \$0.00        |           | \$13,344.00  |   |
| Position 7   | Spring 2017  | Galvin      | 2               |              | \$13,344.00    | \$6,062.50    |           | \$7,281.50   |   |
| Position 8   | Spring 2017  | Grey        | 2               |              | \$13,344.00    | \$6,062.50    |           | \$7,281.50   |   |
| Position 9   | Spring 2017  | Mabrouk     | 3               |              | \$20,016.00    | \$0.00        |           | \$20,016.00  |   |
| Position 10  | AY 2016-2017 | Maibor      | 2               |              | \$13,344.00    | \$6,062.50    |           | \$7,281.50   | This may change to 2/3 FTT responsibilities     |
| Position 11  | Fall 2016    | Martin      | 2               |              | \$13,344.00    | \$6,062.50    |           | \$7,281.50   |   |
| Position 12  | Spring 2017  | Mullaney    | 2               |              | \$13,344.00    | \$0.00        |           | \$13,344.00  | The 2 VLs are for Graduate School,paid by DGCE. |
| Position 13  | Fall 2016    | Noon        | 1               |              | \$6,672.00     | \$0.00        |           | \$6,672.00   |   |
| Position 14  | Fall 2016    | Page        | 2               |              | \$13,344.00    | \$6,062.50    |           | \$7,281.50   |   |
| Position 15  | Spring 2017  | Rothenberg  |                 |              | \$0.00         | \$0.00        |           | \$0.00       | Her colleagues will cover for her               |
| Position 16  | Spring 2017  | Sebor-Cable | 2               |              | \$13,344.00    | \$0.00        |           | \$13,344.00  |   |
| Position 17  | Spring 2017  | Shearman    | 2               |              | \$13,344.00    | \$6,062.50    |           | \$7,281.50   |   |
| Position 18  | Spring 2017  | Silver      | 2               |              | \$13,344.00    | \$0.00        |           | \$13,344.00  |   |
| Position 19  | Fall 2016    | Springer    | 2               |              | \$13,344.00    | \$6,062.50    |           | \$7,281.50   |   |
| Position 20  | Fall 2016    | Van Roo     | 2               |              | \$13,344.00    | \$6,062.50    |           | \$7,281.50   |   |
|  |              |             |                 |              | \$260,208.00   | \$54,562.50   | \$0.00    | \$205,645.50 |   |

|                  |                  |                 |
|------------------|------------------|-----------------|
| cost of teaching | revenue retained | savings from TT |
|------------------|------------------|-----------------|

## Developing a Framingham State University World of Work Certificate Program and Center

November 2-4, 2015

| Day/Date          | Time  | Workshop Session  | Group  | Location                            |
|-------------------|---|---|--|-------------------------------------|
| Monday/<br>Nov. 2 | 9:00-10:30<br>am<br><br>Coffee and<br>light<br>breakfast                  | <p><b>Overview:</b><br/> <b>Context - The LJMU Programme is based on:</b><br/>           (Many of your colleagues have heard about this but some people you may intend to involve may not be familiar)</p> <ul style="list-style-type: none"> <li>• Graduate Skills</li> <li>• Work related learning</li> <li>• World of work skills and the certificate</li> <li>• Active partnerships</li> <li>• Co-designed, co-developed, co-delivered with employers</li> <li>• Mass scale</li> </ul>  | Academic Affairs<br>Council,<br>David Cedrone,<br>Other interested<br>community partners<br><br><a href="#">Please add your name to the list if you would like to come</a> | McCarthy Center:<br><br>Alumni Room |
| Monday/<br>Nov. 2 | 10:30 am to<br>4:30 pm<br><br>Lunch (noon)<br>in Fac/Staff<br>Dining Room | <p><b>World of Work Skills Certificate - Sharing the details:</b><br/> <b>Working Session</b></p> <ul style="list-style-type: none"> <li>• Process – Bronze (compulsory), Silver, Gold (1 hr) 10:30-11:30 am</li> <li>• Criteria for each statement (30 min) 11:30-12:00 pm</li> </ul> <p>LUNCH: 12:00-12:30</p> <ul style="list-style-type: none"> <li>• Workshops and support for students (30 min) 12:30-1:00</li> <li>• Handbooks for students (30 min) 1:00-1:30</li> <li>• Completion and submission (30 min) 1:30-2:00</li> <li>• Use of the virtual learning environment/Blackboard/Turnitin (30 min) 2:00-2:30</li> <li>• Marking by externals (30 min) 2:30-3:00</li> </ul> | Academic Affairs<br>Council,<br><br><a href="#">Please add your name to the list if you would like to come</a>   | McCarthy Center:<br><br>Alumni Room |

| Day/Date           | Time   | Workshop Session   | Group   | Location   |
|--------------------|--|--|---|--|
|                    |  | <ul style="list-style-type: none"> <li>• Employer Interviewers conducted by employer volunteers (30 min) 3:00-3:30</li> <li>• The branded certificate – creating value for this (15 min) 3:30-3:45</li> </ul> <p><b>Career Smart</b> – online career readiness resource (45 min) 3:45-4:30 pm</p>  |   |  |
| Monday/<br>Nov. 2  | 7:30 pm  | <b>Dinner</b>  | TBD   | TBD  |
| Tuesday/<br>Nov. 3 | 9:00 am<br>To<br>4:30 pm<br><br>Coffee and light breakfast<br><br>Lunch (noon) in Fac/Staff Dining | <p><b>Thinking about the FSU strategy: 9:00-11:00 am</b></p> <ul style="list-style-type: none"> <li>• What does FSU want to achieve – a strategy with employability in a prominent place, civic agenda – a clearer contribution to the economic health of the City-Region, better graduate employability = better outcomes and ROI, closer partnership with employers and policy-makers, thought leadership, USP etc.?</li> <li>• Timeline. Achieve what by when?</li> <li>• Start with a pilot with small numbers?</li> </ul> <p>(The following will involve topics about employers and policy-makers). Discussion will involve employers’ survey and how the meetings are run at LJMU for the two employers’ groups. <b>11:00-12:00 pm</b></p> <ul style="list-style-type: none"> <li>• What do FSU employers want? Which specific skills and attributes? How will this dialogue/consultation be managed?</li> <li>• What does the City-Region Economy require? Where are the skills gaps?</li> </ul> <p>LUNCH 12:00-1:00 pm<br/>(The following will involve topics regarding educators and policy-makers where discussion focuses on the wider community) <b>2:00-4:00 pm</b></p> <ul style="list-style-type: none"> <li>• What type of FSU programme is possible?</li> </ul> | Academic Affairs Council,<br><br><a href="#">Please add your name to the list if you would like to come</a> | Ecumenical Center<br><br>(Note: we will need to set up our own work station using the tables & chairs in the room) |

| Day/Date        | Time  | Workshop Session   | Group  | Location   |
|-----------------|---|--|--|--|
|                 |   | <ul style="list-style-type: none"> <li>• Target groups - improving employability for who – FSU students, alumni, school children, unemployed/underemployed in the community?</li> <li>• Resources – funding/staffing</li> <li>• Communications, publicity</li> </ul>   |  |  |
| Tue./<br>Nov. 3 | 7:00 pm to<br>??  | Dinner at Linda and Bob’s home<br><br>Informal   | Academic Affairs Council<br>(please let me know if you are coming)<br><br><a href="#">Please add your name to the list if you would like to come</a> | 72 Main Street<br>Framingham, MA 01702<br><br>203-887-2038   |
| Wed./Nov. 4     | 8:00-9:30<br><br>Coffee and light breakfast                         | Academic Affairs Board of Trustees:<br>Presenting the idea of a pilot and gaining the feedback of our Academic Affairs Board   | Academic Affairs Council and Academic Affairs Board of Trustees  | PCR2   |
| Wed./<br>Nov. 4 | 9:30 am<br>To<br>2:30 pm<br><br>Lunch (noon)<br>in Fac/Staff Dining | <b>Creating the partnership workforce-matched model - Getting stake holder/partner buy-in including:</b> <ul style="list-style-type: none"> <li>• FSU community including academics (1 hr) 9:30-10:30</li> <li>• Employers – Employer Advisory Group (1 hr) 10:30-11:30</li> <li>• Employer associations, chambers of commerce, professional institutes etc. (1 hr) 11:30-12:00 pm</li> </ul> <b>LUNCH: 12:00-1:00</b> <ul style="list-style-type: none"> <li>• Students – Student Advisory Group (1 hr) 1:00-2:00</li> <li>• Alumni – Alumni Advisory Group (15 min) 2:00-2:15</li> </ul> | Academic Affairs Council,<br><br><a href="#">Please add your name to the list if you would like to come</a>  | Ecumenical Center<br><br>(Note: we will need to set up our own work station using the tables & chairs in the room) |

| Day/Date        | Time    | Workshop Session  | Group | Location |
|-----------------|---------|---|-------|----------|
|                 |         | <ul style="list-style-type: none"><li>• Policy-makers (15 min) 2:15-2:30</li><li>• How will this be achieved?</li></ul> |       |          |
| Wed./<br>Nov. 4 | 2:30 pm | Driving to Logan (5:55 pm flight, British Airways, #212)  |       |          |
|                 |         |   |       |          |

| <u>Funder</u>                              | <u>Project (PD/PI)</u>   | <u>Deadline</u>  | <u>Amount</u>          | <u>Status</u> | <u>Awarded</u>         | <u>ICR</u>          |
|--|--|------------------|------------------------|---------------|------------------------|---------------------|
| <b>Bold - private</b>                      |  |                  |                        |               |                        |                     |
| <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>  | N/A              | \$ 628,886.48          | Funded        | \$ 628,886.48          | \$ -                |
| US Department of Education                 | MASSexcELLS: Supporting ELL Populations in Central and Eastern Massachusetts (Mahler)                                    | N/A              | \$ 320,000.00          | Funded        | \$ 320,000.00          | \$ -                |
| MA Department of Higher Education          | MetroWest Young Males of Color Pathways to Success Initiative (collaboration with MBCC) (Huddleston)                     | 10-Aug-15        | \$ 238,994.00          | Declined      | \$ -                   | \$ -                |
| MA Department of Higher Education          | Enhance food nutrition at schools through PD (McGrail)   | 1-Jul-15         | \$ 200,000.00          | Funded        | \$ 200,000.00          | \$ 30,000.00        |
| MA Department of Higher Education          | Commonwealth Dual Enrollment Program (Greenberg and Dittami)   | 31-Jul-15        | \$ 50,000.00           | Funded        | \$ 48,000.00           | \$ -                |
| MA Executive Office of Education           | 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                 | 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>\$ 1,519,704.48</b> |               | <b>\$ 1,269,020.48</b> | <b>\$ 34,200.00</b> |
| <b>Summer 2015 - Patricia Bossange</b>     |  |                  |                        |               |                        |                     |

|  |  |                  |                     |                |                     |                    |
|--|--|------------------|---------------------|----------------|---------------------|--------------------|
| 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         | TBD                 |                |                     |                    |
| <b>Spencer Foundation</b>  | <b>Research and Outreach (Woodrum and Hara)</b>  | 2-Nov-15         | <b>\$ 43,905.00</b> | <b>Pending</b> |                     | <b>\$ -</b>        |
| U.S. Department of Education   | National Professional Development Program (Mahler)   | N/A              | \$ 320,000.00       | Funded         | \$ 320,000.00       | \$ -               |
| Commonwealth Corporation   | Workforce Competitiveness Trust Fund (Greenberg)   | 16-Dec-15        | \$ 225,000.00       |                |                     |                    |
| DHE PIF Consortial   | MeteroWest College Planning Center (Coffey)  | 1-Sep-15         | \$ 93,240.00        | Funded         | \$ 93,240.00        |                    |
| <b>National Science Foundation (NSF) and EDC</b>   | <b>Massachusetts Exploring Computer Science Partnership (MECSP)</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)   | N/A              | \$ 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 |  | \$ - |
| Hopey's Heart Foundation                                      | AED Donation program (Santoro)                            |           | N/A             |         |  |      |
| SUBTOTAL:   |   |           |                 |         |  |      |
| <b>Fall 2015 - Patricia Bossange</b>                          |   |           |                 |         |  |      |
| Hearst Foundations  | Capital infrastructure (Hamel)                            | ongoing   | TBD             |         |  |      |
| Third Sector New England                                      | Inclusion Initiative (Coffey)                             | 2-Dec-15  | TBD             |         |  |      |
| Department of Early and Secondary Education (DESE)            | ICE - Implementation (Bridges and Dargan)                 | N/A       | \$ 88,000.00    |         |  |      |
| Sudbury Foundation  | Capital support for the MW CPC (Coffey)                   | 23-Oct-15 | \$ 5,000.00     | Pending |  | \$ - |
| Framingham Cultural Council                                   | Capital infrastructure--Ram statue (Gustafson)            | 15-Oct-15 | \$ 3,000.00     | Pending |  | \$ - |
| SUBTOTAL:   |   |           |                 |         |  |      |
| <b>Winter 2015-2016 - Jonathan Lee</b>                        |   |           |                 |         |  |      |
| Howard Hughes Medical Institute (HHMI)                        | 2017 Inclusive Excellence (Carroll and Dignam)            |           | \$ 1,000,000.00 |         |  |      |
| SUBTOTAL:   |   |           |                 |         |  |      |
| <b>Winter 2015-2016 - Patricia Bossange</b>                   |   |           |                 |         |  |      |
| MetroWest Health Foundation                                   | Mental health initiative--public kiosk (Welch)            | 16-Oct-15 | TBD             |         |  |      |
| Marion and Jasper Whiting Foundation                          | Travel stipends (TBD)                                     | 11-Jan-16 | TBD             |         |  |      |
| SUBTOTAL:   |   |           |                 |         |  |      |
| <b>Spring 2015-2016 - Jonathan Lee</b>                        |   |           |                 |         |  |      |
| National Science Foundation (NSF)                             | S-STEM (Carroll and Dignam)                               |           |                 |         |  |      |
| SUBTOTAL:   |   |           |                 |         |  |      |

**Spring 2015-2016 - Patricia Bossange**

|           |  |  |  |  |  |  |
|-----------|--|--|--|--|--|--|
|           |  |  |  |  |  |  |
| SUBTOTAL: |  |  |  |  |  |  |

## APPENDIX F

## CELTSS Update

- CELTSS sent VP Vaden-Goad recommendations for funding course releases for spring or fall 2016 for 5 faculty engaged in major research projects. We also recommended funding 2 grants for Innovation in Teaching; 6 Research Stipends; 19 grants for Travel to Present Research, and 7 grants for Travel for Professional Development. Grants to faculty for Round 1 totaled \$45,897. Applications for Round 2 of funding are due on November 13, 2015 and for Round 3 on March 4, 2015.
- The new faculty Mentoring Program directed by Ira Silver offered workshops on “Effective Classroom Management: Aligning Students with Our Expectations” on October 2 and “The Pedagogy of Advising” on October 30.
- Expanding Horizons: A Celebration of the 2015 Distinguished Faculty Awards will be held on Monday, November 16, 5-7 p.m. The four award recipients will give brief presentations.

**Updates from College of Arts and Humanities**  
**11/4/15**

Departmental Activities:

- The second major theatre production of the Department of Communication Arts' new theatre concentration is *Almost, Maine*. Directed by Dr. Sarah Cole, the romantic comedy production is scheduled for November 19-21.
- Fashion Design and Retailing (FDR) faculty and students have partnered with TJX, the United Way, and FSU's Office of Career Services, in the Suitable Solutions Program, Professionalism Seminar. The student participants will visit the TJX corporate headquarters, develop a professional ensemble from Marshall's, and participate in a fashion show

Faculty Accomplishments:

From Communication Arts:

- Professor Jennifer Dowling was an invited presenter at the Second International Computer Graphics and Animation Conference in San Antonio, Texas. Her presentation title was *Exploring Innovative Technology: 2D Image Based Animation with the iPad*.
- Leslie Starobin has a solo exhibit at Framingham's Danforth Art Museum. The exhibit, *Dear Dearest Mother: Leslie Starobin's Wartime Still Life Montages*, includes multi-layered commemorative portraits of her subjects.
- Chair, Dr. Derrick TePaske had a piece, *Desperate Measures: Spikes*, recently appear in the cover story "When Good Wood Cracks" in American Woodturner Magazine Showcase.
- The rough cut of a new documentary, "Other People's Footage: Copyright vs. Fair Use", co-produced/co-directed by Professor Robert Johnson, Jr., was screened at the national meeting of the University Film & Video Association, held at the American University in Washington, DC.

From the History Department:

- Dr. Lissa Bollettino recently had a scholarly article accepted for publication, "Proper Instruments for Carrying on War": Black Soldiers and the British Empire in the Mid-Eighteenth-Century Caribbean" accepted for publication by *Slavery & Abolition*, a leading journal in the field.
- Dr. Sarah Mulhall Adelman presented a paper (Writing "Home": Indentured Children's Letters to the Colored Orphan Asylum) as part of a panel I organized at the bi-annual Conference of the Society for the History of Childhood and Youth in Vancouver in June.
- Dr. Lori Gemeiner Bihler submitted her completed manuscript for her book called *Cities of Refuge: German Jews in London and New York, 1935-1945*, to Vallentine Mitchell Publishers, UK. Dr. Bihler is co-chairing a conference on Digital History for the New England History Teachers Association on March 18, 2016.

Student Accomplishments:

The month of October has seen the Hemenway Hall 2<sup>nd</sup> floor display case filled with apparel design concentration student design work, displayed by students in the merchandising concentration. This collaborative project for FASH 452 Fashion Promotion teamed students with a student designer – the task to represent the designer "brand" appropriately in the display.

Alumni Accomplishments:

Recent graduates Laura Asson began a PhD program in history at University of Connecticut and Khalid Antar started a Ph.D. program at the University of New Hampshire.

## Attachment H

### One-Page Updates College of Education

29 October 2015

The College of Education continues to pursue the following initiatives:

- A proposal for a Child and Family Studies Major in the College has been created and distributed for faculty review and approval
- Planning continues on a Masters degree program for content teachers who wish to pursue a second professional license either in Special Education or English as a Second Language
- I met with Dr. Stacy Scott, Superintendent of Framingham Public Schools (FPS), to discuss specific areas where the College of Education and FPS could work together to define and address the needs of recent immigrant families and their children including the Brazilian and Hispanic communities. Dr. Scott invited me to join the weekly FPS Wednesday meetings of school principals. In addition, the Superintendent and I discussed FPS's need for more special education teachers and teachers of English as a Second Language. Finally, we addressed the ongoing need for a strong partnership between the College of Education and Framingham Public Schools where the College places many of its Field Study students
- The Framingham State University College of Education, responding to demand, has redesigned the Post-Baccalaureate Teacher Licensure Program to enable students who already possess a Bachelor degree to earn both the M.Ed. degree and licensure. Initial licensure will be awarded prior to the M.Ed so that candidates may complete the degree while already teaching

**Updates from College of Social and Behavioral Sciences**  
**11/4/15**

Departmental Activities:

- The Department of Sociology organized a graduate school information dinner. FSU alumni participated in a panel discussion on graduate school opportunities and experiences. They shared their expertise with the audience over dinner; the audience consisted of over of 30 students interested in pursuing graduate school in the future.
- FSU students participated in the National Model United Nations conference in Boston for the first time as part of Dr. Joseph Coelho's *National Model United Nations* course.
- The Department of Business recently conducted a training session for area industry leaders, who will participate in coaching sessions with students enrolled in *Organizational Behavior* this semester.

Faculty Accomplishments:

- Dr. Daisy Ball, Department of Sociology, has been invited to be a reviewer for the journal *Homicide Studies*, a highly-ranked journal in crime and deviance studies.
- Dr. Deborah McMakin, Department of Sociology, and Daisy Ball, Department of Sociology, presented at the Association for Interdisciplinary Studies Annual Meeting at Merrimack College on "The Unique Pedagogy of the Prison Classroom."
- Dr. Jonathan Martin, Department of Sociology, is the editor of a new book, *Empowering Progressive Third Parties in the United States* (2015 Routledge). In this timely manuscript, Dr. Martin examines the social, political, and economic factors that influence the success of progressive third party candidates in the U.S.

Student Accomplishments:

- Students Bertholyn Alexandre, Chynere Scott-Dottin, and Victoria Dansereau gave a presentation with Daisy Ball entitled "The Inside-Out Prison Exchange Program: A Collaboration Between Framingham State University and MCI-Framingham," as part of FSU's Lifelong Learning Series.
- Victoria Dansereau will give a presentation to the current Inside-Out Prison Exchange Program class, Social Deviance, about her Honors Thesis research, as part of the (Summer) Scholars in the Prison Program.

Alumni Accomplishments:

- Malia Dell, '07, just published a hybrid cookbook and guidebook, *Food That Works: Real Meals to Survive the 9 to 5*, designed to help busy people prepare healthy and sustainable meals.

**Updates from College of STEM**  
**October 30, 2015**

**Departmental Activities:**

- MetroWest STEM Education Network hosted their semi-annual meeting in at FSU and provided tours of the new building for participants.
- The Computer Science Department hosted the 9<sup>th</sup> annual Technology, Careers, and You event. It was attended by over 300 high school students.
- The College of STEM hosted the inaugural meeting of the Massachusetts Chapter of Project Kaliedoscope. The meeting was attended by 50 college science faculty members from across Massachusetts.
- The Department of Chemistry and Food Science hosted the coaches meeting for the Massachusetts State High School Science Olympiad on Saturday, October 24th. Coaches from more than 35 teams attended the meeting. The Science Olympiad will be held on Saturday, March 19, 2016.
- The first meeting of the Food Science Industrial Advisory Board will be on Friday, November 6th. The Food Science Industrial Advisory Board consists of managerial level food scientists at companies such as Dunkin Brands, Ocean Spray, and Natick Labs.

**Faculty Accomplishments:**

- Emmanouil Apostolidis of the Department of Chemistry and Food Science has authored a chapter "Phytochemical Probiotic Synergies as Novel Functional Food Ingredients." in the book *In Functional Foods, Nutraceuticals and Natural Products: Concepts and Applications*. The citation is: **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.
- Dr. Nic Sedlock of the Mathematics Departments has had the paper *A Validity Study: Attitudes towards Statistics among Japanese College Students* accepted in the Journal of Mathematics Education at Teachers College (JMETC). The paper is coauthored with Eiki Satake from Emerson College.
- Dr. Bryan Connolly of the Biology Department and his colleagues published a paper in the American Journal of Botany, the citation is: *Herbarium records are reliable sources of phenological change driven by climate and provide novel insights into species' phenological cueing mechanisms*. Charles C. Davis, Charles G. Willis, Bryan Connolly, Courtland Kelly, and Aaron M. Ellison. *Am. J. Bot.* 2015; 102:1599-1609.

**Student Accomplishments:**

- Computer science students Sherwyn Cooper, Armin Asadishad, and Sara Hakkoum attended the 31st Annual Eastern Regional Conference of the Consortium for Computing Sciences in Colleges at Stockton University, October 23-24, 2015. They placed 5<sup>th</sup> out of 20 teams in the programming competition. Dr. Jeff Gau accompanied them to the conference.

- Chemistry students from FSU worked with chemistry graduate students from MIT to assemble 142 Lego DNA kits for distribution to schools.



## Updates in Graduate Studies:

- **New Graduate Programs are in Development Stages.** The college of education and graduate studies are working on a proposal to revitalize the PBTL program. The outcome will be offering two tracks: one leads to initial licensure only; and the second to initial licensure plus M.Ed. general. This initiative will help us increase enrollment as well as respond to the need of the commonwealth for qualified teachers.
- **Site Visit (October 7-13,2015)with President Cevallos to South Korea.**We conducted a graduation commencement for 43 graduates from the International Teaching program in **Suwon. In Seoul**, a business meeting was held at **Hanyang University**. We reviewed our joint TESL and agreed on starting new initiates which includes: 1) the development of a joint Master degree program in TEASL for Korean nationals that allow students to spend one semester at FSU campus; and 2) offer students and faculty exchange opportunity at the undergraduate level. Also, we met with the Associate Dean for International Education at **NamSeoul University**. We agreed to work on a number of initiatives: 1) Develop a joint Master degree program in International Teaching; 2) Offer accelerated programs in ESL to Korean students; and 3) offer students and faculty exchange opportunity at the undergraduate level.
- 
- **Site Visit (October 13-16,2015) with President Cevallos to Bangkok.** We attended the grand opening of our new site at **Bangkok Christian College**. We met with two students' cohorts (25 students each) plus four faculty members and listened to their thoughts and concerns. Also, we visited our other site at **Wells International School**. We toured the site, met with our current students and alums.
- **Town Hall Style Meeting for Graduate faculty and Staff (October 19,2015.** The 3<sup>rd</sup> annual meeting was attended by about 40 faculty and staff. Faculty had the opportunity to share their concerns and ideas for the improvement of Graduate Education as well as asking questions to a panel consisted of staff representing the different divisions and offices on campus that deal with graduate education. President Cevallos and AVPAA Scott Greenberg delivered welcoming remarks.
- **Producing a video for the PSM in Biotechnology.** The Graduate Studies and the University Marketing Director Averil Capers is working on producing a video which highlights the uniqueness and strengths of the PSM, Students and faculty testimonials, and the PSM lab in the Hemenway Science lab building.

**Fall Semester Update of Activities in Continuing Education (as of 10/30/15)**

- Registration is underway for the 2016 Online Winter Intersession (12/23/15 – 1/18/16). This year we are offering 23 undergraduate courses.
- *Adventures in Lifelong Learning*, a four-week program series presented by FSU in collaboration with the Framingham Public Library, begin its sixth year in October 2015. Eight courses were offered over a four-week period, enrolling 209 participants. Courses included topics in Art, Film, History, Literature, Music and Nutrition. Among the participants, 19 donated at the Supporter Membership Level (\$150 per person or \$250 per couple) or Platinum (\$500+). A luncheon for these membership levels will be held at the University on Friday, November 19.
- 25 high school juniors and seniors are enrolled in FSU college courses this fall, funded through a \$48,000 grant from the MA Department of Higher Education. We met recently with representatives from Framingham High School, Keefe Technical School and Marlborough High School and will be providing a college level course at Marlborough High in the spring semester, and courses on the FSU campus for qualified students at Framingham High School and Keefe Technical School.
- The Computer Science Department, Office of Grants and Sponsored Program, and Office and Continuing Education are collaborating with technology employers to submit a grant for the FY16 Workforce Competitiveness Trust Fund. The grant will be to train unemployed and underemployed MA residents in Enterprise Computing skills. The Computer Science Department has developed a five-course minor and certificate program in this field. Representatives from Rocket Software, CA Technologies, IBM and other companies are partnering with us since they need employees with mainframe computer skills.

3.9.1 Attachment M  
Process and Efficiencies - Cindi Glickman, Director  
October 30, 2015

Project Updates (in red)

1. Starfish
  - a. Master service agreement negotiation  
Agreement being red-lined by our legal department.
  - b. Hiring of Student Retention and Graduation Success Coordinator  
Interviews complete and finalist chosen.
2. Faculty Information Database
  - a. Workload (200890 to current)  
Faculty workload maintenance process developed.  
Banner workload module (instructional and non-instructional) built and in testing phase.
  - b. Sabbatical  
Report to predict sabbatical eligibility is in the testing phase.
3. Development and generation of faculty workload information back to fall 2008
  - a. Determination of course release accumulation credit and eligibility  
CBA requires workload and course releases be calculated back to each faculty member's start date which has changed the scope of this project.
    - i. Ingres data back to 1995 successfully recovered and loaded into a table which is now accessible via the university report writing tool, Argos. NOTE: Course information prior to 1995 only available via grade books.
    - ii. Analysis underway to determine under/over load for each faculty member teaching at FSU prior to fall 2008. The under/over load balance will be input into Banner to allow for the on-going generation of workload and course release reports.
    - iii. Workload analysis for all full-time faculty (start date to current semester) is currently underway.
  - b. Workload audit  
In process; reports should be available for audit by November 6<sup>th</sup>.
4. Automating APR maintenance and reporting in Banner  
The Banner module build is being tested. The next step will be to enter all the data available from fall 2008 to current.
5. Automating and managing the process for the Graduate Studies and CE program coordinators and advisors. Includes development of the reports and staff training.  
Banner build is underway. Contracts to be presented by November 30, 2015 with first payroll report generated for December payment.
6. Faculty position management project  
Update complete, results being proofed and on-going process under development.
7. College assignment project  
Current faculty and faculty workload information being entered by college. Converting historical data is scheduled to be completed by November 30, 2015.

## Office of Assessment

- Writing the General Education Report for 2014-15
- Processed data from the Multi-State Collaborative and shared with faculty on Assessment Advisory group
- Chairing the university-wide taskforce for implementing Qulatricks as a comprehensive survey solution for the university. The taskforce should submit their report by the end of November.
- Working with program chairs on undergraduate program assessment
- Implementation of the final phase of Davis Grant year 2
- Writing up the report for Davis Educational Foundation for Grant year 1. Due in December.
- Data analysis of qualitative and quantitative data collected in year 1 of the President's Initiative for Critical Thinking and Written Communication is underway

## Appendix O

### Office of Institutional Research

- The fall reporting cycle is underway. Major reporting includes:
  - HEIRS Degrees Conferred file – (completed)
  - IPEDS Institutional Characteristics; Completions; 12-month Enrollment – (completed)
  - SAT Validity Study – (completed)
  - NEBHE Regional Student Program Submission – Due November 6, 2015
  - NSSE Population File uploaded – Due November 6, 2015
  - HEIRS Fall 2015 Student, Course, Enrollment files – Due December 14, 2015
  - HEIRS Budget Survey/Fiscal Measures Collection - Due December 18, 2015
  - HEIRS Fall 2015 Post Term File – Due February 5, 2016
  - IPEDS Student Financial Aid, Graduation Rates, 200% Graduation Rates, Admissions, Outcome Measures – Due February 20, 2016
  - Annual Survey – College Board Annual Survey
  - Annual Survey - Survey of Graduate Students and Postdoctorates in Science and Engineering (GSS)
- The 2016 NSSE (National Survey of Student Engagement) will be administered in the spring, sent to all first year and senior students. 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 to all 2014-2015 baccalaureate graduates.
- The Office of Institutional Effectiveness recently began using a survey tool, Qualtrics. *“The Qualtrics Research Suite is a user-friendly, feature rich, web-based survey tool which allows users to build, distribute, and analyze online surveys, collaborate in real-time, and export data in multiple formats”*. IR is part of a task force to provide a recommendation to the University to potentially make this a University wide resource for faculty, staff, and students could use.

## APPENDIX P

## International Education Update

- The Office of International Education, in conjunction with Admissions, will be attending the Bermuda International College & University Fair to recruit both incoming matriculated students, and graduates of the 2 yr. Bermuda College, a NEASC accredited school. In addition, Linda Vaden-Goad and Jane Decatur will meet with the Vice-President of Bermuda College to discuss establishing an articulation agreement that will allow BC graduates to seamlessly complete their bachelor degree at FSU.
- The office is currently working with Massachusetts Education International to develop a 2+2 program for students in China to complete their degree at Framingham State.
- The office is also working with Massachusetts Education International to launch a six week summer teaching opportunity for FSU faculty in China. Interest is already high among faculty to take advantage of this program.

- **Library.** As part of the activities funded by the A.L.A. Latino Americans grant, the Library hosted several scholar talks on the associated PBS series, a field trip to the Edward Kennedy Museum with 15 students and staff, and a reception and photo exhibit with over 45 attendees.
- First-year student Jennifer Noel won a kindle after successfully answering all the questions in the Library's freshmen scavenger hunt. Jennifer was very excited to receive her prize her picture will be posted on the Library web page. This event, including the prize, was funded by a FY16 Academic Affairs Support grant. Librarian, Sandra Rothenberg will conduct another event for first-year students in the spring and use the second kindle purchased with grant funds as an incentive to participate.

- **Honors Program:** The honors program just approved 10 courses for the spring semester. Students will gather at the honors house on November 4 for an open mic night. A group of honors students will be attending the play “A Confederacy of Dunces” at the Huntington Theater in Boston on November 11. And five honors students will prepare a meal for those staying at the Ronald McDonald House in Boston as part of the program’s volunteer efforts.