



Framingham

State University

Framingham State University
Academic Affairs Board of Trustees Subcommittee

May 12, 2016

8:00 a.m. – 9:30 a.m.

President's Conference Room (PCR) II – Athletic Center, Dwight Hall



Framingham

State University

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

Agenda

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

Academic Affairs Committee Charter, Board of Trustees

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

Attendance

Subcommittee Members Present

Board of Trustees:	Nancy Budwig (Committee Chair)
Board of Trustees:	Sonia Diaz
Board of Trustees:	Fernando Quezada
Provost & Vice President (VP), Academic Affairs:	Linda Vaden-Goad
Associate VP & Dean, Continuing Education:	Scott Greenberg
Dean, Graduate Studies:	Yaser Najjar
Dean, Arts & Humanities:	Marc Cote
Dean, Education:	Arlie Woodrum
Dean, Science, Technology, Engineering, & Mathematics:	Margaret Carroll
Dean, Social & Behavioral Sciences:	Susan Dargan

Additional Present

Executive 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
Assistant Director, CELTSS:	Jon Huibregtse
Director, Honors Program:	Paul Bruno
Director, Library:	Bonnie Mitchell
Director, Institutional Process & Efficiencies:	Cynthia Glickman
Director, Assessment:	Mark Nicholas
Coordinator, Student Retention & Graduation Success:	Lauren Keville
Director, Grants & Sponsored Programs:	Jonathan Lee
Director, International Education:	Jane Decatur
Director, Marketing:	Averil Capers

Proceedings

Approval of Past Minutes - November 4, 2015 & January 20, 2016

- N. Budwig moved to approve the minutes from both meetings.
- F. Quezada seconded this motion.

Updates - Provost

- Terry Dray visited campus last week to help frame the FSU World of Work (WoW) Program. (He was originally scheduled to visit campus in November 2015, but this was delayed due to weather complications.)
 - N. Budwig commented that WoW holds so much potential. She hopes that it will not only help students find their career paths, but that it will also help them pursue civic engagement.

- F. Quezada commented that it might be nice to have the WoW start in one of the first-year foundation seminars.
- J. Cevallos, L. Vaden-Goad, and J. Decatur recently visited Universidad de Iberoamerica in Costa Rica regarding the new memorandum of understanding.
- L. Vaden-Goad, S. Huddleston, Elaine Beilin, and Benjamin Trapanick are all working with the American Association of State Colleges and Universities (AASCU) on the RE-Imagining the First Year (RFY) of College project.
 - They recently traveled to Austin, TX for a conference for this.
- The Black Lives Matter teach-in town meeting was held recently; it was a great success.
 - N. Budwig mentioned that it was well-represented across all disciplines.

Updates - 15% Rule

- According to this rule, the state schools have until next year to meet the requirements.
- FSU has made significant progress with this issue by taking the following actions: monitoring how part-time positions are used; informing the campus community that in order for a class to run, it needed to have a minimum of 8 students enrolled; having some sections taught during the night sessions; and allocating tenure-track positions.
- If there was an issue with a student needing one more course to graduate, then we have worked with that student.
- F. Quezada congratulated the group on their efforts with this issue. He then asked how FSU as an institution has learned from this exercise. He referenced a prior Board of Trustees meeting, in which MSCA Union President Robert Donohue raised concerns about the issue, and asked if FSU had mechanisms in place to address it.
 - L. Vaden-Goad responded by saying that when R. Donohue spoke at that meeting, she and the campus community were already aware of the issue, and that we needed to work on our dependence on part-time faculty. Since that meeting, everyone has been much happier with the situation.

Honors Program Recruitment Target Goals

- L. Vaden-Goad wanted to discuss this here because F. Quezada had asked about gender and ethnicity targets within the program at a prior Academic Affairs BOT Subcommittee meeting.
- P. Bruno had the idea of recruiting students from within the institution; those who had not come into the program at the same time as their matriculation, but whose GPAs were exceptional.
 - He met with Jeremy Spencer on this.
 - It should be noted that sophomores entering the program will have a challenge in meeting all the requirements.
- S. Diaz said that she is happy they were able to find a pool of students from which they could recruit. She then asked P. Bruno what issues made it difficult for students to finish the program.
 - P. Bruno said that the overwhelming reason that students do not complete the program has to do with the time commitment of the senior thesis.
 - S. Diaz then asked what kind of support system is in place for these students.
 - P. Bruno said that the first-year Honors Program retreat has helped create a good support system for the students - they feel that they now have a community.
- N. Budwig said that the equity initiative is central to this topic, especially when thinking about how minority students are engaging in high-quality programs. It will be important for Academic Affairs to work with Inclusive Excellence on this.

Institutional Process and Efficiency Improvements

- C. Glickman presented on the various projects her office has taken on, such as re-structuring the part-time contract process for both day and night divisions, as well as the 15% rule.
- F. Quezada said that it is wonderful that C. Glickman has been growing and learning about the various processes. The gain for FSU will be the savings from efficiencies.
 - F. Quezada said that this presentation should be brought to the full BOT.
 - N. Budwig concurred with F. Quezada.

Updates - Provost's Direct Reports

- Each of the Provost's direct reports discussed their various updates, as presented in the Academic Affairs BOT Subcommittee packet.

**Framingham State College
Trust Fund Budget Request
Fiscal Year 2017**

Academic Support Trust Fund Summary

Description/Justification of Income and

Fund	FY2016		FY2017		Difference (FY17-FY16)
	Allocations	Amount	Allocations	Amount	
Art and Music	\$	48,370.00	\$	48,290.00	\$ (80.00)
Biology	\$	72,707.00	\$	75,071.00	\$ 2,364.00
Chemistry and Food Science	\$	45,800.00	\$	45,800.00	\$ -
CASA	\$	281,150.00	separated for FY2017		
CASA - General			\$	32,349.00	
CASA - Instructional General			\$	292,100.00	
Communication Arts	\$	35,400.00	\$	34,041.00	\$ (1,359.00)
Computer Science	\$	7,900.00	\$	7,900.00	\$ -
Business Administration	\$	18,075.00	\$	19,534.00	\$ 1,459.00
Economics	\$	8,325.00	\$	8,241.00	\$ (84.00)
Education	\$	14,800.00	\$	17,863.00	\$ 3,063.00
English	\$	16,200.00	\$	15,941.00	\$ (259.00)
Fashion Design and Retailing	\$	17,600.00	\$	17,600.00	\$ -
Food and Nutrition	\$	29,268.00	\$	28,458.00	\$ (810.00)
Geography	\$	10,675.00	\$	12,887.00	\$ 2,212.00
History	\$	8,100.00	\$	9,797.00	\$ 1,697.00
Honors Program	\$	49,240.00	\$	51,000.00	\$ 1,760.00
International Education	\$	13,295.00	\$	13,295.00	\$ -
Mathematics	\$	24,100.00	\$	18,550.00	\$ (5,550.00)
Nursing	\$	14,000.00	\$	14,000.00	\$ -
Physics and Earth Science	\$	13,200.00	\$	13,200.00	\$ -
Political Science	\$	4,200.00	\$	7,262.00	\$ 3,062.00
Psychology	\$	21,700.00	\$	14,434.00	\$ (7,266.00)
Sociology	\$	20,674.00	\$	22,788.00	\$ 2,114.00
Student Testing	\$	20,936.00	\$	23,250.00	\$ 2,314.00
World Languages	\$	5,800.00	\$	8,455.00	\$ 2,655.00
CELTSS	\$	196,310.00	\$	198,290.00	\$ 1,980.00
Chorus	\$	2,500.00	\$	2,500.00	\$ -
Faculty Start-Up	\$	43,000.00	\$	27,000.00	\$ (16,000.00)
Academic Support Grants	\$	268,410.00	\$	269,100.00	\$ 690.00
Grants and Sponsored Programs.	\$	8,375.00	\$	8,626.00	\$ 251.00
Institutional Assessment	\$	32,500.00	\$	39,620.00	\$ 7,120.00
Institutional Effectiveness	\$	11,334.00	\$	11,334.00	\$ -
Institutional Efficiency	\$	8,525.00	\$	8,525.00	\$ -
Institutional Research	\$	10,500.00	\$	10,500.00	\$ -
Total	\$	1,382,969.00	\$	1,427,601.00	\$ 44,632.00

Allocation of FY17 ASG Funds

Department	Initiative Description	Amount
Academic Affairs	Annual license for Digital Measures	\$ 17,472.00
Academic Affairs	Faculty Retreat; refreshments for Student Retention Meetings; in-state travel	\$ 11,620.00
Academic Affairs	In-State Travel for meetings related to academic priorities	\$ 500.00
Art & Music	Field trips for Museum Studies Minor	\$ 1,500.00
Assessment Office	Department Assessments	\$ 20,000.00
Biology	Freshman Retreat - Annual trip for first year biology majors	\$ 5,000.00
Biology	PT Lab Tech to prepare & help with ordering to deal with increased # of sections	\$ 18,000.00
Biology & Chemistry	Retention initiative for STEM students requiring Math remediation (field trips, community building)	\$ 3,000.00
Business	PT Director of Entrepreneur Innovation Center	\$ 46,800.00
CASA (General)	College Tomorrow Program	\$ 3,000.00
Communication Arts	Support Theatre Program productions (lighting, costumes, sets, prop, sound, make-up, marketing, etc.)	\$ 6,100.00
Education Tech Office	Quality Matters (QM) license and stipends to QM faculty course reviewers	\$ 4,967.00
Food and Nutrition	Professional nametags for FNN field placement students	\$ 1,115.00
Institutional Effectiveness	Retention initiatives to enhance student success - faculty stipends and Coordinator's budget	\$ 9,520.00
International Education Office	Study Abroad Scholarships to increase diversity & number of low income students studying semester abroad	\$ 15,000.00
International Education Office	Student Travel Grants to support student in faculty-led study trips, service learning trips, etc.	\$ 10,000.00
International Education Office	10 students to travel to Costa Rica for language instruction & classroom work in K-12 schools	\$ 10,000.00
International Education Office	New International Partner Institution Site Visits	\$ 3,000.00
International Education Office	Match CIEE's yearly grant for faculty member to attend summer workshop (to increase global understanding).	\$ 2,000.00
Library	Flash drives containing content on library resources for new faculty workshop	\$ 250.00
Library	Food & materials for faculty workshop on publishing and copyright issues	\$ 300.00
Physics & Earth Science	PT Lab Tech to prepare labs and help	\$ 18,000.00
Physics & Earth Science	Bermuda field experience for Pre-Engineering & Earth Sci majors to experience field research station.	\$ 3,500.00
Sociology	Recruitment and community building for Global Studies Major	\$ 2,000.00
Selected Departments	Program reviews	\$ 8,000.00
Deans	Conferences, travel, and other support for Deans (\$10,000 per Dean)	\$ 40,000.00
Children's Literature Festival	Children's Literature Festival Transfer	\$ 6,000.00
Payroll Tax	Payroll tax for PT Lab Technicians and PT Director of Entrepreneurship Center	\$ 2,456.00
		\$ 269,100.00

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

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

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

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

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

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

Bold - private

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

Summer 2015 - Patricia Bossange

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

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

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

Grant proposal submissions in FY 2016 - Office of Grants and Sponsored Programs
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National Endowment for the Humanities (NEH) - Summer Stipends	The Rise and Fall of the Post Office in America (Adelman)	30-Sep-15	\$ 6,000.00	Declined	\$ -	\$ -
SUBTOTAL:			\$ 1,835,406.84		\$ 506,188.35	\$ 1,957.00

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

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

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

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

Winter 2015-2016 - Patricia Bossange

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

Spring 2015-2016 - Jonathan Lee

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

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



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

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

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

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

Recruitment (Students, Faculty and Staff)

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

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

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

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

Responsiveness

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

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

1. Develop and retain quality faculty and staff

a. Develop recruiting strategies to attract top faculty candidates

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

b. Orient and mentor early-career faculty

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

c. Support CELTSS and other faculty and staff development resources

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

d. Provide the tools and equipment to support faculty work

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

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

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

a. Improve orientation, first-year and transitional programs

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

b. Build connection/community on campus

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

c. Build connection/community on campus

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

c. Align readiness skills with college expectations

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

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

3. Pursue excellence and engagement in the academic experience

a. Increase student-faculty collaboration

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

b. Increase experiential learning opportunities

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

c. Strengthen citizen engagement opportunities

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

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

d. Grow honors and academic enrichment opportunities

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

e. Assess and document student learning and personal growth

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

f. Enrich university community with diversity

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

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

4. Prepare students for global citizenship and competitiveness

a. Expand global awareness through new majors and programs

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

b. Integrate and grow world language programs

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

c. Support student international experiences

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

d. Grow and manage FSU partnerships with international universities

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

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

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

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

b. Improve STEM preparation and readiness

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

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

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

d. Improve STEM career readiness among FSU graduates

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

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

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

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

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

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

b. Develop and maintain dialogue with major area employers

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

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

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

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

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

Academic Affairs Annual Strategic Planning Retreat

Agenda

May 20, 2016

Morning Session: Chairs & Directors (and Invited Guests) – 8:30-noon

- Planning Assumptions Vital to Our Next Strategic Plan: Successful Recruitment, Retention, Responsiveness and Innovation
 - o Panel: 8:45-10:15 am
 - **The College-Going Demographics of the Future:** Dr. Susan Strate, UMass Donahue Institute, Senior Program Manager, Population Estimates Program in the Economic and Public Policy Research Group. sstrate@donahue.umassp.edu, 413-577-0753.
 - **Labor Market Projections in Massachusetts and MetroWest:** Greg Bunn, Assistant Secretary for Policy and Planning, Executive Office of Labor Workforce Development, Gregory.Bunn@detma.org 617-626-5907
 - **Higher Education and Labor Market Fit: Higher Education and Labor Market Fit: Inviting** Alan Clayton-Matthews, Associate Professor of Economics and Public Policy; Director, PhD Program in Law and Public Policy; Senior Research Associate, Dukakis Center. a.clayton-matthews@neu.edu 617.373.2909
 - **State Funding for Higher Education – Formulas and the Future:** Dr. Dale Hamel, Executive Vice President and Vice President for Administration, Finance & Information Technology, Framingham State University
 - o The FOAPAL Award (5 minutes)
 - o Break (10:20-10:30)
 - o Progress and Highlights Regarding Current Strategic Plan (15 minutes)
 - o Roundtables (1 hour) – Next Generation Innovation Ideas in Academic Affairs: Brainstorming the Next Plan (Organize by Tables: (1) by college (deans, chairs, center directors), (2) AA Direct Reports not in colleges)

Lunch: Noon-1:00 pm (There will be vegan options)

Afternoon Session: 1:00-4:00

- 1:00-1:05 pm President's Remarks (5 min)
- 1:05-1:10 pm Chon'tel Washington, Director, Center for Inclusive Excellence – (5 min)
- 1:10-1:40 pm Teaching the Students in Front of You – Elaine Beilin (30 min)
- 1:40-2:00 pm Starfish and Digital Measures: Enrichment & Support: Cindi Glickman and Lauren Keville – 20 minutes
- 2:00-2:10 pm Study Abroad/Teach Abroad – Jane Decatur (10 min)
 - Ecuador, IEP, Costa Rica, East Anglia
- 2:10-2:20 pm Collaborative Response Committee Reports: Melinda Stoops & Chip Sachs (sue will ask)
- 2:20-2:30 pm The Civic Learning and Engagement Outreach Initiative: Discussion of Faculty CLEO Institute - Joe Adelman, Ira Silver, Jeri Nelson-Peterman, Deborah McMakin
- 2:30-2:40 pm Why the Humanities Matter – Elaine Beilin, Bridgette Sheridan, Marc Cote
- 2:40-2:50 pm Break
- 2:50-3:20 pm Roundtables #1 (see below -- each will run twice)
- 3:20-3:50 pm Roundtables #2

Roundtables:

- 1-Why the Humanities Matter – Elaine Beilin, Bridgette Sheridan, Marc Cote
- 2-Study Abroad/Teach Abroad – Jane Decatur
- 3-Curriculum Changes – how to make the curriculum work for the students better, especially in the summer
- 4-Teaching Abroad – Arlie Woodrum & Yaser Najjar
- 5-Classroom Management
- 6-Chon'tel Washington – Inclusive Excellence
- 7-The Civic Learning and Engagement Outreach Initiative: Discussion of Faculty CLEO Institute - Joe Adelman, Ira Silver, Jeri Nelson-Peterman, Deborah McMakin
- 8-Honesty and Ethics in Online Courses (Robin & Mary)
- 9-Collaborative Response Committee Reports: LaMelinda Stoops & Chip Sachs
- 10-Continuing Education Brainstorming: Accelerated Degree Programs, Certificates and Non-Credit Courses – Scott Greenberg, Paula Hogard, Rebecca Hawk
- 11-Starfish and Digital Measures: Enrichment & Support: Cindi Glickman and Lauren Keville
- 12-Doing Business with the Business Office (FAQs around start-ups, budgets, purchasing, travel, and reports) – Rachel Trant, John Budron, Paul Foster, and Lucy Prespolis
- 13-From #BLM to *Between the World and Me* @ FSU: An Exchange of Ideas about How to Connect your Classes to the First-Year Common Reading, *Between the World and Me* by Ta-Nehisi Coates (copies of book will be distributed)

- 14-Advising First-Year Students