



BOARD OF TRUSTEES

BOARD MEETING ■ MAY 17, 2017 6:30 P.M. ■ WARREN CENTER

AGENDA

- 1.0 **Chair's Report** (15 minutes)
 - 1.1 Welcome Commissioner Carlos Santiago
 - 1.2 **Trustee Action Item: Approval of minutes (March 22, 2017)** ATTACHMENT
- 2.0 **President's Report** (10 minutes)
 - 2.1 2012-2017 Strategic Plan Wrap-up ATTACHMENT
 - 2.2 **Trustee Action Item: Approval of honorary degrees**
 - 2.3 Mission statement abstract ATTACHMENT
 - 2.4 Student-in-the-Spotlight
- 3.0 **Student Trustee Report** (5 minutes)
- 4.0 **Governance Report**
 - 4.1 **Trustee Action Item: Approval of Board officers**
 - 4.2 **Trustee Action Item: Approval of Trustee Emeritus**
 - 4.3 Board meeting dates
- 5.0 **Academic Affairs** (5 minutes)
 - 5.1 Academic Affairs subcommittee report
- 6.0 **Enrollment and Student Development** (5 minutes)
 - 6.1 Website Analytics
 - 6.2 End-of-Year Report
- 7.0 **General Counsel** (5 minutes)
 - 7.1 Strategic Planning draft presentation ATTACHMENT
- 8.0 **Administration, Finance and Technology** (20 minutes)
 - 8.1 **Trustee Action Item:**
 - 8.1.1 **FY2018 FSU Trust Fund Budgets and Fees** ATTACHMENT
 - 8.1.2 **Investment Services Manager and Funds Reallocation** ATTACHMENT
 - 8.1.3 **Personnel actions** ATTACHMENT
 - 8.2 Trustee Information Items
 - 8.2.1 Food Services Manager RFP



Framingham State University

BOARD OF TRUSTEES

BOARD MEETING ■ MAY 17, 2017 6:30 P.M. ■ WARREN CENTER

8.2.2 Warren Center Parcel

8.2.3 Art Studio Project

8.2.4 Food Study Follow-Up Project

9.0 **New Business** (5 minutes)

9.1 **Trustee Action Item: Delegation of powers to the President for summer months**

10.0 **Public Comment**

11.0 **Adjourn Open Meeting**

1.0 Chair's Report



BOARD OF TRUSTEES

MINUTES ■ BOARD MEETING ■ MARCH 22, 2017 6:30 P.M.

In Attendance: Trustees' Karl Bryan, Nancy Budwig, Sonia Diaz, Kevin Foley, Michael Grilli, Brian Herr, Anthony Hubbard, Dana Neshe, Richard Logan (by phone), Fernando Quezada, Robert Richards (Emeritus)

1.0 Chair's Report

Vice-Chair Foley chaired the meeting, as Chair Logan is participating remotely. The meeting began at 6:30 pm. Vice-Chair Foley announced that because Chair Logan was participating remotely, all votes must be done by roll call. He recognized Sean Huddleston, Chief Officer of Diversity, Inclusion & Community Engagement, who will be leaving Framingham State in May. Vice-Chair Foley asked for volunteers to sit on the presidential review committee; the review is due to the Department of Higher Education on June 30, 2017.

Vice-Chair Foley asked for a motion to approve the minutes of the January 25, 2017 board meeting.

* * *

On a motion duly made and seconded, it was voted by roll call to approve the minutes of the January 25, 2017 Board meeting.

* * *

2.0 President's Report

President Cevallos reported that former state representative Tom Sannicandro had been chosen for the Citizen Laureate Award and would be recognized at Commencement. He informed the Board that the University had accomplished 98% of its fundraising goal of \$12 million.

President Cevallos presented Shirley Amunya as the student-in-the-spotlight. Ms. Amunya is a senior, majoring in biology, has had a host of internships, and work experiences both on and off campus. Ms. Amunya will work for Teach for America following her graduation in May.

3.0 Student Trustee Report

Trustee Bryan reported on the following matters:



BOARD OF TRUSTEES

MINUTES ■ BOARD MEETING ■ MARCH 22, 2017 6:30 P.M.

- Students attended the Statehouse Advocacy Day, where they were able to share their personal stories with lawmakers.
- Alternative Spring Break students traveled to New Orleans where they worked with the United Saints Recovery Project. A student who attended the trip shared his personal experiences with the Board.
- Student Government Association underwent a review of their budget, eliminating \$80,000 from the budget, thereby freeing up additional funds for student clubs.

4.0 Academic Affairs

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

- Outcomes of the 2012-17 academic strategic plan.
- A new grant-funded Education Simulation Lab in Dwight Hall.
- The History Department's new You Tube videos designed to educate students on the basics of studying history.
- Framingham State's fall implementation of a new developmental math co-requisite remediation model. Students with low scores on the math placement exam will no longer be placed in a non-credit developmental course; instead, they will be placed in a for-credit college math course and provided supplemental instruction (co-remediation) to deliver just-in-time assistance.
- The University's hosting of a Smithsonian "community collecting event" called "Latinos-in-Baseball." Baseball fans will be encouraged to bring their baseball paraphernalia to be recorded and digitized. Following the collecting event, the University will celebrate its status as a Smithsonian Affiliate by exhibiting artifacts from two of our important archives: artifacts from our collection related to our status as First Public Normal School, and artifacts from the Christa Corrigan McAuliffe Archive.

5.0 Enrollment and Student Development

Vice President for Enrollment and Student Development Lorretta Holloway presented on the following matters:



BOARD OF TRUSTEES

MINUTES ■ BOARD MEETING ■ MARCH 22, 2017 6:30 P.M.

- Deposits for academic year 2017-18 to-date are commensurate with last year's numbers at this time, with the number of freshman deposits up and the number of transfer and readmitted students down.
- Attendance at the two Accepted Student Receptions in April is expected to surpass last year's numbers.
- The University's suicide prevention task force has been successful in having two signs placed on the Route 9 footbridge, and are asking that suicide prevention barriers be placed on the bridge as well.
- The University has aired its commercial, which can be seen during March madness games and early morning news programs.
- Campus Bird, which allows website visitors to have a three dimensional view of the campus, is now live on the website.

Dawn Ross, Director of Career Services and Employer Relations, presented a brief power point detailing the work that her office does in bringing employers to campus, arranging internships and providing career counseling to students. She noted that employers have commented on a soft skills gap with students. In response to that need, her office has run 75 workshops this year alone.

6.0 Inclusive Excellence and Community Engagement

Chief Diversity and Inclusion Officer Sean Huddleston reported on the following matters in his division:

- The University will host its *Women Making History Now* awards ceremony, to be held in late March.
- Chon'tel Washington, Director of the Center for Inclusive Excellence, presented information on the activities of the Center. Two students, Jace Williams and Monet Johnson spoke as students who both work and utilize the Center.

7.0 Chief of Staff & General Counsel

Chief of Staff & General Counsel Rita Colucci updated the Board on the progress of the strategic planning process, highlighting the following:



BOARD OF TRUSTEES

MINUTES ■ BOARD MEETING ■ MARCH 22, 2017 6:30 P.M.

- The Strategic Planning Advisory Committee synthesized the work of the task forces, creating strategies for each goal.
- The campus will be invited to several open forums to discuss and provide feedback on the goals.
- A draft plan will be presented to the Board for their initial approval during its May meeting.

8.0 Governance Committee

Trustee Hubbard, Chair of the Governance subcommittee, called the Board's attention to several matters, as follows:

- Proposed meeting dates for academic year 2017-18 are found in the packet.
- The Governance subcommittee nominates Richard Logan for Chair, and Kevin Foley for Vice-Chair for academic year 2017-18; vote to be taken at the May Board meeting.
- The Governance subcommittee recommends that the Board meet in June to discuss its effectiveness. The committee is currently assessing surveys that might be helpful in assessing its effectiveness.

9.0 Administration, Finance and Technology

Executive Vice President Dale Hamel presented the anticipated fiscal year 2018 budget. He noted that the University is in a strong financial position overall. Turning to the Budget Development Discussion packet in the materials, he made the following points:

- The annual budget was developed in the context of a five year balanced budget plan.
- The budget accounts for the impact of projected short time enrollment decreases with stabilization by FY2020.
- Tenure track faculty and staff levels in selective areas would be identified.
- Impact on student costs would be minimized by remaining no higher than the segment average in terms of costs and continuing to provide financial aid support to the neediest students.
- Reserves would be maintained and debt managed consistent with Financing Policy financial ratio targets.
- Major capital projects include: Arts Center, Maple Athletic Fields, Crocker Hall, Library and Danforth.



BOARD OF TRUSTEES

MINUTES ■ BOARD MEETING ■ MARCH 22, 2017 6:30 P.M.

- Strategic priorities' initiative will be funded.
- Collective bargaining costs are anticipated to be 2.5% next year, with a 1% anticipated increase in state appropriations, for an overall increase of 3.5% in state aid.
- Student fee increases are recommended to be 4.8%, equaling a \$1000 aggregate increase. The cost of attending Framingham would be the second lowest in the state university system.
- Increases in financial aid would be greater than the increase in costs.
- The timeline for the state budget process indicates that the University should know the amount of the FY18 appropriation in June.

Board members expressed the following thoughts regarding the budget presentation:

- While the revenue budget model was sound, more information on expenses is requested.
- While there is an attempt to keep costs low, any debt incurred by students is difficult.
- There does not appear to be areas where cuts can be made without impacting students; question is how to attract more students.
- University continues to need to sell itself and retain its enrolled students.
- Is there an ability to attract out-of-state students?
- Are there programs that can be cut?

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

* * * *

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

* * * *

10.0 New Business

There was no new business.

11.0 Public Comment

There was no public comment.



BOARD OF TRUSTEES

MINUTES ■ BOARD MEETING ■ MARCH 22, 2017 6:30 P.M.

12.0 Adjourn Public Meeting

* * * *

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

* * * *

The meeting adjourned at 8:50 pm.

Respectfully Submitted,

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

Dr. F. Javier Cevallos
President
Framingham State University

2.0 President's Report

Appendix B

Indicators of Success	Baseline	FY13 Update	FY14 Update	FY15 Update	FY16 Update	FY 2017 Target
IMPROVE STUDENT SUCCESS						
First Year Retention Rate	74%	73%	75%	74%	74%	78%
Progress Rates ¹	91.2%	90%/73.6%/63.4%	90%/74%/64%	89%/74%/65%	90%/74%/66%	92%/75%/65%
Four Year/Six Year Graduation Rate	33%/52%	34%/51%	33%/51%	36%/56%	34%/55%	40%/56%
Degrees Conferred (baseline 5 yr. avg.)	692-B; 465-M	735-B; 426-M	795-B; 539-M	908-B; 427-M	969-B; 495-M	750-B; 500-M
Placement Rates - Aggregate/In Field of Major	96%/68%	93%/74%	95%/74%	91%/80%	92%/80%	96%/75%
STEM Declared Majors	23.9%	25%	26%	26%	28%	27%
Internship/Practicum Participation	7%	7%	8% (383)	11.1% (480)	11.9% (484)	25%
INCREASE STUDENT ENROLLMENT AND QUALIFICATIONS						
Incoming Student Credentials (GPA/SAT)	3.13/1029	3.21/1021	3.23/1013	TBD	3.10/994 *	3.15/1040
Fall Freshmen Enrollment / Transfers (2 yr avg.)	829/428	817/443	811/414	832/399	802/382	900/400
Minority Enrollment - New/All	22%/19%	25%/24%	27%/24%	31%/27%	36.7%/29.9%	25%/25%
Undergraduate & Graduate FTE Enrollment	3,987/703	4267/661	4,293/691	4,178/691	4,059.6/659.0	4,200/900
Yield Rate ² - First Time Undergraduate	32%	27%	25%	25%	19%	33%
University Funded Financial Aid	\$1.2M	\$1.7M	\$2.0M	\$2.3M	\$2.4M	\$1.7M
Tuition and Fees - % Avg. Family Income	9.0%	9.4%	Below 10.0%	9.7%	9.8%	Below 10.0%
Tuition and Fees/Comprehensive Costs ³ - from avg.	(\$250)/(\$767)	(\$186)/(\$313)	(\$380)/(\$514)	(\$454)/(\$626)	(\$456)/(\$628)	Below Segment Avg.

Notes

1. Progress rates are a three-year average percentage of first-time, full-time students who return, second semester, second year, and third year.
 2. Yield rate is the percentage of students offered admission who subsequently enroll.
 3. The difference between FSU tuition and fees/comprehensive costs and the average for Massachusetts comprehensive universities. Fall 2016 data includes all DHE
- * Fall 2016 data includes all DHE Admission exception, allowance, and special admission categories; prior years excluded special admission students.

Appendix B

Indicators of Success	Baseline	FY13 Update	FY14 Update	FY15 Update	FY16 Update	FY 2017 Target
-----------------------	----------	-------------	-------------	-------------	-------------	----------------

DEVELOP NEW ACADEMIC PROGRAMS

Degree Programs Offered	B-27; M-24	B-27; M-24	B-30; M-28	B-32; M-26	B-34; M-26	B-30; M-26
-------------------------	------------	------------	------------	------------	------------	------------

ENHANCE THE QUALITY OF TEACHING AND LEARNING

Tenure Track Faculty	154	160	169	171	174	175
Total FTE Faculty	230	246	276	265	265	250
Student/Faculty Ratio	15.8:1	15.9:1	15.7:1	14.8:1	14.4:1	15.8:1
Percent of Faculty with Terminal Degrees	88%	87%	89.3%	90.2%	89%	90%
Minority Full Time Faculty/Staff	8.1%/12.0%	13.8%/12.1%	18.8%/12.2%	16.8%/14.5%	18.7%/14.3%	10%/14%
Academic Program Reviews Completed Annually	2	4	5	4	3	5
Nationally Accredited Academic Programs	2	2	4	5	6	5

ENHANCE AND IMPROVE THE UNIVERSITY ENVIRONMENT

Student Experience/Satisfaction Rating	TBD	TBD	TBD	TBD	TBD	TBD
"Renovation Age" of Facilities ⁴	26.3 Avg. Age	25.3 Avg. Age	25.9 Avg. Age	27.4 Avg. Age	23.3 Avg. Age	22.2 Avg. Age
Net Investment in Capital Assets	\$38.9M	\$40.7M	\$52.0M	\$84.1M	\$96.7M	\$80.0M

Notes

1. Based on methodology developed by Sightlines, Inc., an independent higher education facilities consulting firm. (FY15 "Renovation Age" figures do not yet include Science Project expenditures)

Appendix B

Indicators of Success	Baseline	FY13 Update	FY14 Update	FY15 Update	FY16 Update	FY 2017 Target
-----------------------	----------	-------------	-------------	-------------	-------------	----------------

ENHANCE BUDGET UNDERSTANDING AND DIVERSIFY INCOME STREAMS

Overall Revenue - Operations Budget	\$79.0M	\$86.2M	\$98.5M	\$126.7M	\$110.1M	\$90.0M
Private Fund Raising Income - Annual	\$310K	\$559K	\$535K	\$688k	\$883k	\$700K
Grants & Contracts Income - Annual	\$5.0M	\$6.4M	\$7.3M	\$9.9M	\$12.3M	\$6.0M

Notes

1. Based on methodology developed by Sightlines, Inc., an independent higher education facilities consulting firm.

Mission Statement:

Framingham State University prepares students for a productive life, enhanced by learning and leadership, that contributes to the culturally diverse world of the twenty-first century. The University is an important educational and cultural center in the MetroWest Region of Massachusetts committed to excellence, access, and service. A Framingham State University education cultivates thoughtful, responsible local and global citizens, prepares students for careers, and positions them for success.

IRIS G. THOMPSON

OBJECTIVE

PROFESSIONAL SUMMARY

Self-starter who works well under pressure with ability to manage multiple projects and build strategic relationships across diverse constituents. Fluent in Spanish, written and verbal. Proficient in Portuguese.

EDUCATION

Framingham State University, Framingham, MA

Bachelor of Arts in Liberal Studies, Minor: Nutrition, anticipated May 2017

Urban College of Boston, Boston, MA

Associate Degree: Human Services, Public Relations, 1997

SKILLS

Computer: Microsoft, Word, excel, and power point

Languages: Fluent in Spanish; Proficient in Portuguese

EXPERIENCE

Cook with Iris, Foxboro, MA

2015 to present

- Chef
- Recipe creator
- Catering
- Film producer
- Social Media
- food marketing
- TV host

Follett Framingham State University Bookstore, Framingham, MA

2013-2014

- Customer service
- Assists Bookstore Manager in the process of receiving, returning textbooks
- Maintain accurate records of sales

Foxboro Academy, Foxboro, MA

2012-2013

After School Teacher Assistant

- Monitor and report student progress
- create a challenging after school curriculum for students
- Classroom/Student supervision
- Assist student with homework

Ashmont Hill, Boston, MA

2009-2012

Manager and Booking Assistant

- Contact churches locally and nationally to secure group bookings. Respond to booking inquiries and prepare production information
- Process advances and performance confirmations. Maintain database: venues, performers, contacts
- Build fan base with up status updates on social networking pages (Facebook, Twitter)

Thompson Properties, Boston, MA

1998- 2007

Property Manager

- Maintained consistent occupancy rates for five unit apartment complex and six apartment buildings
- Hosted property showings for prospective tenants. Developed properties and maintained client database
- Managed rent and lease collections and arranged for investment property sales
- Resolved disputes including payment demands, complaints, evictions, deposit demands
- Performed tenant credit checks
- Scheduled maintenance and oversaw remodeling of properties
- Prepared monthly property financial reports and annual budget

Latinas Y Ninos Center/Casa Esperanza, Roxbury, MA

1997- 1999

Child Service Coordinator

- Planned, organized and implemented services for residents and children for schooling, health care, and coordinated all components of child care
- Facilitated weekly mother/child parenting support groups
- Processed applications for newly admitted children into program
- Advocated for families on issues: therapy, mother/child legal, medical and DSS case conferences
- Wrote family service treatment plan for assessment of children's interactions, behaviors and attitudes and supervised interactions

Child Development Center, Inc., Cambridge, MA

1995-1997

Food Program Coordinator

- Coordinated and oversaw daily program operations
- Reviewed menus; Provided nutritional curriculum and workshops to family day care providers
- Planned organized and managed food service operation in sponsored homes
- Completed records to meet monthly reimbursement claim
- Trained and reviewed providers/family day care records for accuracy
- Monitored and provided technical assistance to active members.

CERTIFICATIONS

Domestic Violence Advocate, Day One Rhode Island, 2016

Early Childhood Education, Urban College of Boston, 1996

Workshop Instructor, The National Coalition For Early Childhood Professional, 1994

Multilingual Family Child Care, The Child Care Careers Institute, 1994

COMMUNITY SERVICE

Waters Church, Sunday School Teacher Assistant, 2000-2016

IGO Vincent Elementary School, Junior Achievement Volunteer, 2011

Christmas Charity Toy Drive Event, Puerto Cortes, Honduras, 2010

Hands on Montessori School, Spanish Teacher, 2008-2009

The Sage School, Volunteer Teacher , 2006-2008



COMPREHENSIVE CAMPAIGN UPDATE
As of May 5, 2017

Campaign Goal:	\$12,000,000	
Campaign Raised to Date Total:	\$12,706,113	100% to goal 85% time elapsed
Balance to be Raised:	\$0	

FY17 Goals:			
Area	FY16 Goal	Total Raised (Cash & Pledges)	Cash Received
Annual Giving	\$600,000	\$286,724	\$383,433
Building Endowment	\$150,000	\$256,572	\$143,560
University Facilities & Equipment	\$100,000	\$5,753	\$33,371
Faculty and Academic Programs	\$650,000	\$2,151,708	\$2,122,418
<i>Totals:</i>	\$1,500,000	\$2,700,757	\$2,682,782

Overall Campaign Totals			
Area	FY16 Goal	Total Raised (Cash & Pledges)	Cash Received
Annual Giving	\$4,000,000	\$4,217,008	\$3,249,625
Building Endowment	\$1,000,000	\$977,371	\$684,272
University Facilities & Equipment	\$2,000,000	\$1,242,816	\$1,252,415
Faculty and Academic Programs	\$5,000,000	\$6,268,918	\$4,741,262
<i>Totals:</i>	\$12,000,000	\$12,706,113	\$9,927,574

4.0 Governance Report

PROPOSED BOARD OF TRUSTEES
MEETING DATES FOR AY2017-18

- Wednesday, September 27, 2017
- Wednesday, November 29, 2017
- Wednesday, January 24, 2018
- Wednesday, March 21, 2018
- Wednesday, May 16, 2018
- June ? - Workshop on board effectiveness

5.0 Academic Affairs



Framingham

State University

Board of Trustees
Academic Affairs, Framingham State University
Agenda
Wednesday, May 3, 2017

- 1.0 Report – Academic Affairs Subcommittee of the Board of Trustees
Presenter(s): Linda Vaden-Goad
-

*Academic Affairs Subcommittee of the Board of Trustees
Agenda
Wednesday, May 3, 2017
President's Conference Room (PCR) II
8:00 a.m. – 9:30 a.m.*

- 2.0 *Approval of Minutes from the Previous Meeting – March 8, 2017*
Time: 8:00 a.m. – 8:01 a.m.
Presenter(s): Subcommittee Chair
Attachment(s): Pp. 1 – 4
- 3.0 *Strategic Plan*
Time: 8:01 a.m. – 8:45 a.m.
Presenter(s): Rita Colucci
Attachment(s): Pp. 5 – 14
- 4.0 *The Danforth*
Time: 8:45 a.m. – 9:15 a.m.
Presenter(s): Rita Colucci, Dale Hamel, Linda Vaden-Goad, & Marc Cote
Attachment(s): Pp. 15 – 48
- 5.0 *Agreement with Suffolk University on a Pre-Law 3+3 Program (example of a public/private agreement)*
Time: 9:15 a.m. – 9:22 a.m.
Presenter(s): Christopher McCarthy-Latimer
- 6.0 *Updates – Provost*
6.1 *Subtopic: End-of-Year Report*
6.2 *Subtopic: Tenure-Track Hires for Fall 2017*

Time: 9:22 a.m. – 9:30 a.m.
Presenter(s): Linda Vaden-Goad
Attachment(s): Pp. 49 – 65

Academic Affairs Subcommittee of the Board of Trustees – Charter



Framingham

State University

This subcommittee 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 subcommittee'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 subcommittee 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.

Danforth Art Museum/School								
Projected Financial Benefits to FSU								
	2017-18		2018-19		2019-20	2020-2021	Ongoing	
Danforth Status	Full museum collection migrates from storage to Maynard Building	Some museum galleries open at Maynard Building Art School classes continue (all 12 mos.)	Museum collection fully accessible	Exhibits at Maynard Building of Museum collection and visiting artists	Art School classes continue	Access to collection; Maynard Building exhibits; Art School classes continue	Full museum opened <i>(dependent upon fund raising)</i>	Full Operations <i>(dependent upon fund raising)</i>
Danforth Museum & School/FSU Initiatives	Students and faculty work with Museum staff behind-the-scenes	Education and Art Education students work with children's classes and with Danforth/Framingham Public School program	Regional/State Portfolio days instituted w/Danforth as host but w tours of FSU	4 + 1 Masters of Museum Education instituted Student access to visiting artists	New FSU Cultural Arts Center opens for Sculpture and Ceramics	BA/BFA program instituted in visual arts	Nationally known artists to exhibit, teach, lecture; create new children's programs; interdisciplinary curating of exhibitions	Full Linkages
What this provides for FSU programs	(1) Curatorial internships (2) museum studies classes taught by Danforth staff (3) FSU and Danforth costume & textiles collections studied (4) design internships for education, fundraising, exhibitions; (5) cultural/ethnic study using collection, esp. Meta Fuller (6) Ed and Art Ed students teach children		Excellent recruitment opportunity	Increased recruitment possibilities for Art History and History majors	Increases capacity for studio arts which will encourage NASAD to accredit BFA proposal	Develops more sophisticated art student marketing	Only state university with a museum	
Which FSU programs are serviced	(1) Studio Art (2) Art History (3) Comm Arts (4) Education (5) Anthropology (6) Fashion Design		same	same	same	same	possibilities for all	possibilities for all
Projected UG Recruitment Gain	2017-18 Frosh: 2 students (1 student = \$10,000)		2018-19 Frosh: 3 art history students= \$30,000 2018-19 Frosh: 4 studio art students= \$40,000			7 new = \$75,000	8 new = \$90,000	8 new = \$93,000
Projected New Student Retention, Add. Retention Gain, and 4+1 Enrollment Impact	Additional Retained: 2 students (1 student = \$10,000) TOTAL=\$20,000		Retained students and 4+1 Impact: 6 students TOTAL=\$63,000			Retained students and 4+1 Impact: 15 students TOTAL=\$161,000	Retained students and 4+1 Impact: 22 students TOTAL=\$245,000	Retained students and 4+1 Impact: 28 students TOTAL=\$325,000
Grants								
TOTAL POTENTIAL INCREMENTAL INCOME	4 Students TOTAL= \$40,000		13 Students TOTAL = \$133,000			22 Students TOTAL= \$236,000	30 Students TOTAL= \$335,000	36 Students TOTAL= \$418,000
RUNNING TOTAL	\$40,000		\$173,000			\$409,000	\$744,000	\$1,162,000
					Average Annual Additional Revenue over 5 Years:			\$232,400
Approximately equal to annual subsidy of Danforth Art Center operations								

6.0 Enrollment & Student Development



Board of Trustees Update

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

Student Affairs Updates

- Career Services and Employer Relations held its biannual *Reverse Career Fair* on April 7th. This event provides a forum for students to display the products of their work for employers, who can visit their displays and learn more about their skills in an interactive format. Forty-six students presented their work and 73 employers attended this event.
- Veterans Services held its first cording ceremony on April 28, to recognize veteran/ servicemember students who are graduating this spring. During this ceremony, graduating students were presented with a cord that serves as a visual symbol of their military service, which they will wear with their academic attire at Commencement.
- Honor Societies: 90 students were inducted into Alpha Lambda Delta, the first-year honor society, on April 11. Fifty students were inducted into Tau Sigma, the transfer student honor society, on April 3rd. The Office of Orientation and First Year Programs works with both programs.
- Housing and Food Insecurity: The taskforce has identified a need for a food pantry on campus, based on student survey data collected this winter. A suitable campus location is being sought for this, with the hopes of establishing this service for AY 17-18.

Enrollment Management Updates

- International Recruitment: Dean of Enrollment Management was tasked with better understanding international recruitment opportunities. The Dean facilitated a collaboration agreement with the Massachusetts International Academy (MAIA) to recruit Chinese students and will attend the International Association for College Admissions Counseling (IACAC) conference in July 2017. The Dean will also oversee Bermuda recruitment beginning the fall 2017.
- Student Service Center (SSC) Redesign Project: Office of Enrollment facilitated the SSC redesign discussions with the architect and key SSC personnel - architectural renderings were sent out to bid (bid deadline is May 18th at 2pm).
- Financial Aid: Successfully implemented Prior-Prior Year Awarding (FAFSAs were received in October 2016; new awards were sent the week of February 27th – two weeks earlier than last year. Currently sent over 600 more new student awards in 2017, which represents a 24% increase from 2016.
- Fully implemented FATV. Here is a summary of FATV activity:
 - Nearly 500 video views this past month
 - Over 5000 video views this past year
 - Last October, with early FAFSA, monthly video views was over 650

- Last month, 100 video sessions reviewing financial aid information on Saturday and Sunday (while the Financial Aid Office was closed)
- Last month, 120 video session reviewing financial aid information during hours when the Financial Aid Office was closed (i.e., between 5:00pm and 8:00am). As intended, students are using the resources 24/7.

Marketing and Public Relations

- Television Advertising: We returned to the broadcast advertising arena in 2017, after not having been on-air for over six years. FSU spots ran on major market players this year including CBS, WCVB, FOX, and WBZ. During the time the commercial ran, framingham.edu analytics Jan. - March 2017, compared to the previous year, show traffic up 7%, with a 9% increase in users and 3% in new sessions – indicating that the traffic is not a result of repeat visitors.
- Video – Produced a video for CE to introduce a new Certificate in Enterprise Systems. In addition, collaborated on a video that showcased West Hall. A new video for the website aimed at attracting undergraduate students is being finalized and will be featured on our admission page in May.
- Alumni Magazine and President’s Report – Produced Fall and Spring Alumni Magazines, as well as the FY17 President’s Report. These issues promoted our Study Abroad and Fashion Design and Retailing Programs.
- Opportunities for All Campaign – Serving as the campus liaison for the national Opportunities for All Campaign promoted by the American Association of State Colleges and Universities (AASCU). Efforts have included promoting on the Web site, social media, and in drafted scripts and speeches.
- Social Media – Implemented recommendations of a social media consultant and established new guidelines for social media users on campus. Managed the University’s primary Social Media Accounts on Facebook (Dan), Twitter (Dan), Instagram (Sara) and LinkedIn (Averil).

FRAMINGHAM.EDU Updates & Analytics

Spring 2017 Highlights

We have noted in previous reports that while comparing 2017 data to 2016, we see many strong, positive indicators of visitors' engagement with Framingham.edu with only slight dips in overall traffic to the site. The TV commercial that ran during the months of January-March was aimed at increasing Framingham State's brand awareness, and an upward trend in web traffic during this specific timeframe suggests that TV campaign was successful. Comparing the months of January and March 2017 to the same months in 2016, traffic to Framingham.edu was up 8% and 14%, respectively, with a 9% increase in users and 3% increase in new sessions – indicating that the increased traffic is not a result of repeat visitors.

Several web design projects launched during the spring, including an entirely new FSU Difference section, featuring an updated landing page that highlights our branding statements with accompanying student and faculty stories, as well as a Modern Spaces page that calls out our unique, state-of-the-art facilities, and a Meet Our Students and Faculty page with engaging stories of students and faculty from across the University.

Meet Our Students and Faculty

+ The FSU Difference

– Meet Our Students and Faculty

Meet the people who are all part of what makes The FSU Difference.

We attract practical, inquisitive, career-focused undergraduate and graduate students who are committed and eager to learn new ideas and make new discoveries. Our respected faculty scholars are talented teachers who challenge students to achieve their best so that students build confidence in themselves and their abilities.



"I have gained a deep understanding of criminological concepts, policy implications, and the most innovative and progressive research methodology."



"My NASA-Funded internship provided me with the opportunity to inspire a future generation of scientists by leading a two-week STEM (Science, Technology, Engineering, Mathematics) education program for students in Framingham Public Schools."



"The internet has put GIS at the forefront of our society with the availability to map objects in real time using GPS, the use of high-resolution remote sensing/satellite imagery data, and the ability to analyze crowdsourcing data."



"Coming into college I wanted to be a cardiologist. Now that I'm taking developmental biology, I'm starting to think fetal medicine would be interesting. I will go into (medical school) with an open mind and go from there."



"From early slave and captivity narratives to the Transcendentalists and the beginnings of the women's rights movement, early American literature offers a wide diversity of texts and subject matters."



"M.I.S.S. (Motivation, Intersectionality, Sisterhood and Solidarity) started from a desire on campus to have a group that supports women. It's about making friends, having mentors and hearing from women in successful jobs and careers."



"The amount of work needed to be successful is challenging at times, but the faculty have always been available outside of designated class times, and have been very creative in accommodating the demands of my busy schedule."



"We have a really young team, but the kids believe in the program. It's a new era of Framingham football."

Working closely with the Office of Continuing Education and Admissions, we redesigned the Continuing Education website in March. The new landing page allows users to quickly find the area of Continuing Education in which they are interested and see the breadth of our offerings at a glance. The new design also calls attention to the availability of registration for upcoming semesters.

FRAMINGHAM.EDU Updates & Analytics

Continuing Education

+ Academics

- Continuing Education

Browse Courses

Continuing Education Degree Programs

Undergraduate Certificates

Continuing Professional Education

English Language Programs

Academic Calendar

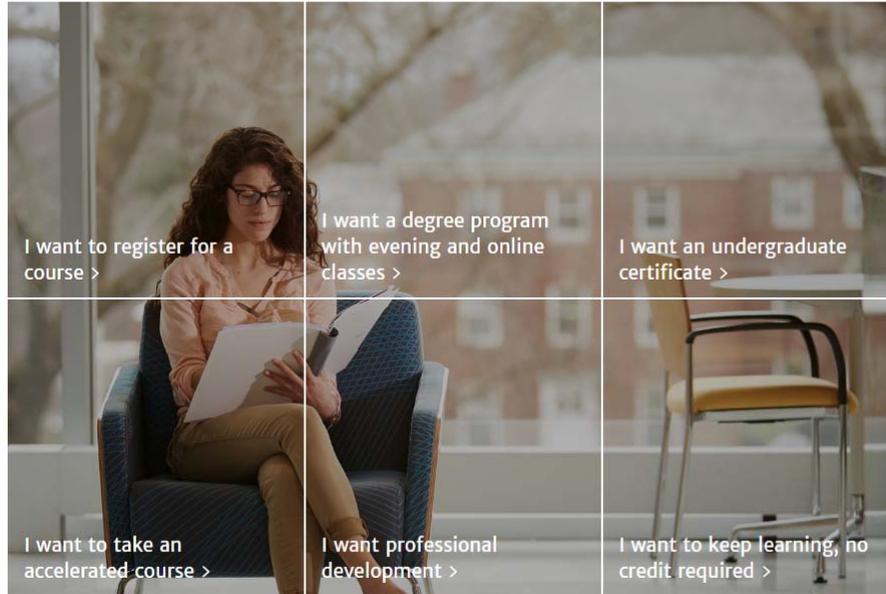
Tuition and Fees

Contact Our Staff

Pursue your educational goals with Continuing Education at Framingham State University.

Summer course registration now open

Which options are for you?



The CampusBird interactive campus map, Framingham.edu/map, has received very positive feedback from the campus community. A feedback form was built into the map in order to promote continued improvements. One online graduate student, M.Ed candidate Crystal Grose, submitted the following comment through the form: "I would like to say that I love Framingham State's new virtual map! I am an online grad student, so I am not on campus. However, being able to view the map to view where everything is, makes me feel as though I actually on campus." Since the February launch, the map has been viewed over 16,000 times. We are now working on enhancements including special event categories and using panoramic images to leverage the tool's virtual reality capabilities.

FRAMINGHAM.EDU Updates & Analytics

Data Points

This data compares Framingham.edu analytics for the months of January through March 2016, to the same months of 2017.

Sessions

7.24%

346,807 vs 323,401



Users

8.77%

146,288 vs 134,496



Avg. Session Duration

4.27%

00:03:22 vs 00:03:14



Bounce Rate

19.13%

27.54% vs 23.11%



% New Sessions

2.65%

36.64% vs 35.69%



FRAMINGHAM.EDU Updates & Analytics

User insights indicate that site traffic from our key demographic groups and geographic areas is up substantially over last year. This is important to note because attracting more “qualified” visitors to the site increases the chances that these visitors will eventually enroll or register.

Sessions and % New Sessions ...

Region	Sessions
Massachusetts	
Jan 1, 2017 - Mar 31, 2017	7,877
Jan 1, 2016 - Mar 31, 2016	6,908
% Change	14.03%
New York	
Jan 1, 2017 - Mar 31, 2017	452
Jan 1, 2016 - Mar 31, 2016	389
% Change	16.20%
Connecticut	
Jan 1, 2017 - Mar 31, 2017	244
Jan 1, 2016 - Mar 31, 2016	145
% Change	68.28%
Rhode Island	
Jan 1, 2017 - Mar 31, 2017	192
Jan 1, 2016 - Mar 31, 2016	85
% Change	125.88%
Michigan	
Jan 1, 2017 - Mar 31, 2017	118
Jan 1, 2016 - Mar 31, 2016	43
% Change	174.42%

Sessions and % New Sessions by Age

Age	Sessions
18-24	
Jan 1, 2017 - Mar 31, 2017	77,905
Jan 1, 2016 - Mar 31, 2016	68,715
% Change	13.37%
25-34	
Jan 1, 2017 - Mar 31, 2017	40,428
Jan 1, 2016 - Mar 31, 2016	34,202
% Change	18.20%
45-54	
Jan 1, 2017 - Mar 31, 2017	27,421
Jan 1, 2016 - Mar 31, 2016	25,213
% Change	8.76%
35-44	
Jan 1, 2017 - Mar 31, 2017	26,046
Jan 1, 2016 - Mar 31, 2016	22,054
% Change	18.10%

FRAMINGHAM.EDU Updates & Analytics

Also of important note is how visitors are getting to our site. As mentioned, our TV commercial is aimed at increasing recognition of the Framingham State brand. The commercial encourages people to “Visit Framingham.edu,” as do many of our other print and digital campaigns. Data shows that more visitors are coming to Framingham.edu by directly typing the address into their web browser, and through organic search, meaning they use Google or another search engine and search for us by name. These are both very positive indicators of increasing brand recognition.

Sessions by Default Channel Grouping

Default Channel Grouping	Sessions
Organic Search	
Jan 1, 2017 - Mar 31, 2017	220,860
Jan 1, 2016 - Mar 31, 2016	210,379
% Change	4.98%
Direct	
Jan 1, 2017 - Mar 31, 2017	88,979
Jan 1, 2016 - Mar 31, 2016	75,378
% Change	18.04%

7.0 Chief of Staff & General Counsel and Secretary's Report



Board of Trustees Update

Chief of Staff and General Counsel

From: Rita P. Colucci, Esq.

Date: May 17, 2017

Strategic Planning Update

An internal document setting forth the plan's most salient points is attached. The draft plan has been presented to campus groups and to the Board's subcommittees. Next steps include:

- **Mid-May to July 1** – First and second year priorities will be identified; costs will be identified;
- **May 19** – Draft plan will be presented at May Faculty retreat for short- and long-term planning;
- **May 30** – Draft plan will be presented to Department of Higher Education for feedback;
- **June to September** – Continued refinement of plan following Board comments and DHE feedback;
- **September 2017 Board Meeting** – Full Board vote on strategic plan;
- **September 2017 forward** – Academic and administrative offices will establish tactics to meet carry out strategies and goals.

The Emerging Strategic Plan for Framingham State University, 2017-2022

OUR MISSION *[Note: This tweaked/shorter version of current mission statement is subject to approval by the board of trustees.]*

Framingham State University prepares students for a productive life, enhanced by learning and leadership, that contributes to the culturally diverse world of the twenty-first century. The University is an important educational and cultural center in the MetroWest Region of Massachusetts committed to excellence, access, and service.

A Framingham State University education cultivates thoughtful, responsible local and global citizens, prepares students for careers, and positions them for success.

OUR CORE VALUES *[Note: These core values were developed through a grassroots campus process in 2012.]*

The following shared core values direct our thinking, planning, actions, and initiatives:

- Academic Excellence: We strive to inspire a culture informed by the joy and work of learning, in which curiosity, discovery, innovation, and excellence are the driving forces in everything we do.
- Ethical Citizenship: We seek to foster a culture of ethics, integrity and respect, such that it creates the fertile ground that motivates our work and work ethic.
- Personal and Professional Growth: We aspire to create a nurturing culture where all thrive and are supported in their own paths toward lifelong growth and leadership in personal and professional ways.
- Global Stewardship: We endeavor to advance global understanding, empathy and stewardship for people and the environment, embracing diversity and a sense of community in both local and global settings.
- Public Purpose and Commitment: We strive to construct a community that is committed to public purpose, informed action and service.
- Inclusive and Collaborative Community: We seek to encourage a supportive, diverse, collaborative and cohesive environment in which we learn from each other through informed, clear, and open communication.

FSU TODAY AND OUR VISION FOR ENHANCED VALUE AND IMPACT IN THE FUTURE

Framingham State University is a public university whose foundation is the liberal arts tradition and whose faculty place priority on teaching, advising, and helping students succeed. FSU is an institution that believes combining critical thinking and other skills developed through a liberal arts education with career-focused skills acquired through professional programs helps our graduates stand out in the workforce. Faculty, staff and students at FSU are part of a diverse, caring, friendly, and engaged community.

Among the University's many distinctions, two stand out as being truly unique: its location and its people. FSU's staff and its faculty of teacher-scholars are highly committed to their roles and their students. FSU's students are hardworking, diverse, engaged and resourceful, eager to take initiative and be challenged, appreciative, caring and responsible, well-rounded, and able to hit the ground running when they graduate. FSU's graduates are accomplished in their fields and engaged in their communities. Having gained relevant career preparation and a strong liberal arts foundation, FSU alumni are broadly educated lifelong learners who also are lifelong contributors in the workplace.

Certain attributes and advantages of an FSU education distinguish the University today and must be preserved and leveraged in the period ahead. Among these strengths and special qualities are the following that members of the FSU community lifted up with pride during the strategic planning process:

- Well-respected flagship academic programs
- Distinctive centers and institutes, all of them supporting the University's academic mission, enriching the student experience, and contributing to wider society and the greater good
- Demonstrated leadership in higher education diversity and inclusion practices
- Affordability and value of an FSU education
- Student-centered and personalized approaches to education
- A commitment to inclusive and culturally responsive pedagogy
- Opportunities for students to engage in research and collaborate with faculty
- Experiential learning and global education
- Network of connections in the community, region and state
- Beautiful campus setting
- Collegiality among faculty and staff

The University's vision for its future reflects not only a careful assessment of current strengths that must be preserved, but also an honest assessment of where FSU must do more or better in order to maximize its impact and potential. The vision for FSU's future also takes into consideration the needs of the Commonwealth and the changing and competitive environment in which FSU operates. Through an inclusive planning process that invited input from all University stakeholders, a clear picture of common concerns and shared aspirations emerged and served as the foundation on which this strategic plan has been built.

Looking ahead to 2022, the FSU community envisions a University that is a vibrant intellectual environment where excellence, creativity, innovation, scholarship, and leadership flourish; a united community pursuing shared goals; an innovator in higher education and a leader in inclusive excellence; a thriving living-learning community committed to fostering each individual student's success and providing a life-changing experience for all students who commit to take advantage of all that is offered here; a warm, welcoming environment for faculty, staff and students of diverse talents and backgrounds; a place where everyone's role and contributions to the mission are valued; an institution that is deeply engaged with and meaningfully contributing to the MetroWest region and well beyond.

Innovation in pedagogy will be encouraged and supported, and the quality of teaching will be consistently high at every level. FSU will have added to or otherwise modified its undergraduate, graduate, and continuing education program offerings in proactive response to labor trends and student interests. More global connections and experiences will be available to faculty and students, and service/civic learning will be embedded throughout the curriculum and co-curriculum. Classrooms, labs and other instructional spaces will meet the needs of current pedagogy and research. User expectations and needs for 24/7 technology support and wi-fi will be consistently met.

There will be even more faculty-student collaboration, a hallmark of FSU's program, than already distinguishes FSU today. FSU's location will be leveraged to benefit and create more opportunities for students and, as a result, more students will be participating in internships, co-ops and other experiential learning. The University's new acquisitions, including the Warren Center and Danforth Museum, will be expanding academic and student activity opportunities while also expanding FSU's impact in the wider community.

Student support services will be responsive to and aligned with the diverse and evolving needs of students. Faculty and staff will be trained and supported to meet needs of a changing student demographic, and they will feel equipped to advise students in academic, career, personal or social matters. The path to graduation will be streamlined and, as a result, graduating in four years will be the norm. More inviting gathering spaces will be available to students. Commuter students will be more fully integrated into the life of the University and more engaged in activities outside the classroom. Opportunities for all students to engage in cultural experiences in and beyond the MetroWest area on weekends and during downtime will be vastly expanded.

Composition of the faculty and staff will be more reflective of the diversity in FSU's student body, and students will reflect the diversity in the local community to a greater extent than they do today. Diversity, inclusion, and equity will be embedded in the systems and structures of the institution. As a result of careful market analysis and effective recruitment strategies, overall enrollment will be stable, and the University will be experiencing enrollment growth in targeted areas. Effective fundraising and philanthropy will expand FSU's ability to provide scholarship support to students with financial needs. Alumni will be actively engaged and supporting FSU financially in greater numbers and with greater enthusiasm.

The FSU community will be using data more systematically and effectively to inform decision making, and a culture of assessment will have taken root across the University at all levels. FSU's academic reputation will be stronger than ever, based in part on widespread recognition of its innovative leadership in certain disciplines and humanities education as well as on a higher profile for the University's distinctive centers and institutes. FSU and its distinctions will no longer be a "well-kept secret." FSU will be a key player and active participant in the MetroWest region, with stronger ties to the community, new relationships, and expanded engagement beyond campus by students, faculty and staff.

OUR VISION-ADVANCING OVERARCHING GOALS

GOAL 1: Provide a **high-quality, highly relevant education**, rooted in the arts and sciences, that is transformative, distinctive, and responsive to evolving student, workforce, and societal needs

Key Strategies:

- a. Establish a unifying and interdisciplinary educational experience that defines what it means to be an FSU student
- b. Creatively integrate FSU's academically challenging liberal arts education with workforce preparation programs in ways that equip FSU graduates to succeed and stand out in their careers
- c. Leverage areas of academic strength, existing FSU centers, and newly acquired assets to develop programs responsive to student interests and labor market trends
- d. Make international and intercultural experiences central to the academic program
- e. Expand student participation in internships and other experiential learning opportunities that translate critical thinking, writing, and analytical skills learned in the classroom into real-world applications
- f. Support faculty scholarship with adequate library and other resources, and continue to be a leader in collaborative student-faculty research
- g. Promote innovative pedagogical strategies and consistently high-quality teaching while continuing to emphasize the teacher-scholar model
- h. Diversify program delivery formats to meet the needs of changing student demographics
- i. Strategically align graduate offerings with student demand and workforce requirements, and better integrate graduate programs with their undergraduate counterparts

GOAL 2: Prepare students to be **ethical and engaged citizens** committed to public purpose, inspired to serve, and eager to play leadership roles in their communities and workplaces

Key Strategies:

- a. Foster a culture that encourages ethical citizenship with an emphasis on personal responsibility and engagement
- b. Increase opportunities and encourage students to participate in civic engagement and/or service learning
- c. Expand student involvement in leadership opportunities both inside and outside the classroom
- d. More intentionally and visibly embed disciplinary ethics in programs across the curriculum and co-curriculum
- e. Proactively link FSU's motto of "Live to the Truth" to the University's academic and social codes of behavior

GOAL 3: Provide **student services and support systems** that promote achievement of educational, personal, and career goals

Key Strategies:

- a. Strengthen student advising by creating a culture of intentional mentoring across all roles and levels throughout FSU
- b. Establish practices and processes that require students to be engaged and accountable participants in their educational experience
- c. Expand opportunities for students, faculty, and staff to interact and forge relationships inside and outside the classroom
- d. Take a more intentional and integrated approach to fostering student success and wellbeing
- e. Maximize the use of data systems and assessment tools to monitor learning outcomes, evaluate program effectiveness, and advance student persistence goals
- f. Enhance communication and collaboration among faculty and staff to identify and remove barriers to students' academic or personal success in a more timely and coordinated manner
- g. Apply best practices to close opportunity gaps or achievement gaps indicated in student cohort-specific participation and performance levels

GOAL 4: Be a **vibrant and inclusive community** that attracts and retains students, staff, and faculty who embrace the University's core values and will enrich campus life with their presence and engagement

Key Strategies:

- a. Promote greater interaction and dialogue among all members of the campus community
- b. Expand opportunities for faculty and staff to be more engaged in campus life
- c. Provide a robust array of social, recreational, athletic, and leadership opportunities that engage both residential and commuter students and promote their personal development
- d. Enhance transportation options to encourage students to connect with and engage in the wider community
- e. Seek to ensure financial means are not a barrier to students' full participation in campus life

- f. Improve recruitment, retention, and progress of underrepresented students, faculty and staff
- g. Increase cultural awareness, sensitivity and fluency among faculty and staff
- h. Support a collective commitment to promoting equity, pursuing social justice, and making excellence inclusive
- i. Implement a comprehensive, integrated, university-wide system of accountability and assessment to measure progress against inclusive excellence goals at all levels of the institution

GOAL 5: Foster a climate and provide **necessary tools and support** to ensure that every member of the campus community has the opportunity to thrive and succeed

Key Strategies:

- a. Promote a University-wide culture of service excellence and spirit of collaboration
- b. Promote greater transparency in decision making on matters with direct bearing on the experience of students, staff, and faculty
- c. Streamline or otherwise improve policies, practices and policies that make it unusually or unnecessarily difficult for students, staff or faculty to do the work they are expected to do
- d. Provide readily accessible, regularly updated information and tools faculty and staff need in order to be effective in their roles
- e. Improve the onboarding process for new faculty and staff
- f. Align responsibilities and goals in academic and administrative offices with resources required to perform effectively and meet expectations
- g. Encourage and support professional growth of faculty and staff through expanded and ongoing training opportunities
- h. Embed diversity, inclusion, and equity in the administrative systems and structures of the institution
- i. Take a more proactive approach to cultivating leadership from within and develop succession plans for all key leadership positions

GOAL 6: Provide the **physical, technological, and administrative infrastructure** necessary to create a work environment that promotes excellence, encourages innovation, facilitates collaboration, and supports achievement of strategic goals

Key Strategies:

- a. Ensure classroom, laboratory, study, work and gathering spaces are functionally adequate and conducive to a positive experience by faculty, staff and both residential and commuter students
- b. Maximize utilization and integration of current spaces on campus to promote community building
- c. Ensure the campus continues to be accessible, attractive, well-maintained and safe
- d. Follow a technology roadmap for more effective integration of technology resources and systems across campus, and fully leverage IT capacity to support administrative and academic functions
- e. Identify inefficient or under-resourced areas of operation and strategically reallocate resources as required to support critical objectives, particularly those relating to student success
- f. Seek revenue and state financing for implementation of current capital plan priorities—art facilities, athletic fields, Crocker Hall, and the library
- g. Ensure FSU's core values are used extensively as a guidepost in planning, evaluation, and budgeting
- h. Advance a culture of purposeful assessment and ongoing evaluation on campus
- i. Optimize use of data by centralizing data management and further expand the capacity for automation of reporting of financial and other data

GOAL 7: Establish a **public identity and reputation** that reflect FSU's impressive academic strengths, comprehensive co-curricular activities, as well as its contributions to and impact in the wider world

Key Strategies:

- a. Develop a stronger brand and consistent messaging about the FSU experience and distinctions
- b. Take a strategic approach to marketing the values, assets, and advantages FSU offers in order to attract students and position FSU as a place where people want to work
- c. Improve internal communication and inspire everyone in the campus community to be an ambassador for FSU to the outside world
- d. Raise awareness of and appreciation for FSU's contributions to the greater good as a public university among key stakeholders in the Commonwealth
- e. Utilize the University's existing and new centers to develop new connections with the wider community and increase FSU's visibility as an innovative educational leader

GOAL 8: Play a **critical and catalytic role as a partner** in the MetroWest region's economic, social, and cultural development

Key Strategies:

- a. Expand transportation connections between FSU, Greater MetroWest and Boston to increase opportunities for interaction and collaboration
- b. Expand relationships with local organizations to increase experiential learning and employment opportunities for FSU students
- c. Promote FSU as a cultural center and destination point for members of the wider community
- d. Serve as an innovator and incubator to support entrepreneurial new ventures
- e. Leverage the intellectual and other resources of FSU's distinctive centers to help MetroWest achieve important goals for developing and enriching the region
- f. Maximize opportunities to take FSU's teaching and learning to off-site locations in partnership with local businesses, nonprofits and other organizations in MetroWest and beyond

GOAL 9: Establish a **financial resources model** to promote long-term stability and sustainability, affordability, and demonstrable return on investment

Key Strategies:

- a. Improve student retention to maximize enrollment-related revenue
- b. Develop a multi-year strategic enrollment plan reflecting demographic realities, changing conditions in the wider world, and programmatic opportunities that may open new markets for FSU
- c. Develop new and sustainable streams of revenue
- d. Periodically engage in a critical review of academic and co-curricular programs to identify and address any that are not generating intended impact or not utilizing resources in an efficient, fiscally responsible way
- e. Review administrative policies, processes, and practices to identify and eliminate resource-draining redundancies and inefficiencies
- f. Develop a culture of stewardship and philanthropy among all members of the campus community
- g. Deepen engagement with FSU alumni and proactively engage with other stakeholders beyond campus who could be inspired to support FSU's mission and priorities
- h. Prepare for and launch a comprehensive fundraising campaign to increase private support of the University and allow for an increase in University-funded financial aid

APPENDIX: OUR PLANNING ASSUMPTIONS

Relating to Changing Demographics, Access and College Readiness

- In Massachusetts, the 18- to 24-year-old population is projected to decline in the period ahead, while both the diversity within this population and the percentage who are Pell-eligible are projected to increase.
- Enrollment forecasts for first-time first-year students and transfer students in the next two to four years are uncertain based recent projected attendance by MA high school graduates at public higher education institutions. Since a decline is possible, it will be critical for us to focus sharply on retaining current students in order to maintain overall enrollment in the event of a decline in number of new students matriculating.
- While the number of high school graduates in Massachusetts is projected to decrease, their diversity (across multiple dimensions: race/ethnicity, socioeconomics, sexual orientation and gender identity/expression, religion, 1st generation) will increase.
- FSU will need to play a central role in helping to improve and ensure college access and readiness (with a particular focus on the historically disadvantaged, underrepresented, and underserved) for students and families in MetroWest communities and in the Commonwealth of Massachusetts.

Relating to Student Support and Success

- Students will continue to come to FSU with increasing financial, academic, psychological, physical, and social needs. Ensuring their success will require additional support from staff in some areas, training for faculty and staff so they are equipped to respond appropriately to new or increasing challenges, and collaborative wraparound services.
- The reported number of students with disabilities is increasing as is the acuity level.
- We expect to have a growing number of international students who will need year-round housing, academic programs, support, and weekend work/social/academic programming.
- Our students and community will expect to have greater support in workforce preparation such as World of Work, co-op programs, and internships. Advising/mentoring will need to take on a greater role in helping students make the connections among their coursework, worlds of work, and future work-related pathways.
- The nimbleness of Continuing and Graduate Education will be increasingly important as we seek to serve the changing needs of our community.
- FSU must pay even closer attention to federal mandates that could affect current practice and compliance issues, particularly concerning Title IX, health care options, and DACA students.

Relating to Finances and Facilities

- FSU's long-range pro forma budget does not anticipate significant increases in University revenues.
- Progress in implementing the next strategic plan will require the prudent use of state support, reliance on targeted additional student revenues, further diversification of funding (including private gifts, grant funding, and alternative financing vehicles), and continuing cost containment measures.
- The one percent increase in FY2017 state funding for public higher education was significantly lower than recent levels of support, and more substantial future state support will require increases in state general revenues greater than currently being experienced or projected.

- Our budgets are intimately tied to enrollment and student success, so new admissions, support, assessment and retention strategies will be more important than ever.
- The Residence Hall Trust Fund (RHTF) budget has a high level of fixed costs (bond payments, service, maintenance, and staffing).
- Regulatory impact (FLSA) has increased operational expenses and will likely also detrimentally impact the professional residence staff to resident student ratio at a time when students have increasingly complex needs for support.
- Limited state support is anticipated for capital projects in the near term. The University continues to (1) advocate for release of state general obligation bond authorizations for capital projects and (2) consider revenue-backed financing for specific capital projects, and we will continue to pursue these opportunities as appropriate and to the extent FSU's current relatively low debt service obligations allow.
- FSU's current capital plan identifies four remaining priority projects for revenue financing as well as annual investment in capital adaptation and renewal. The four high-priority projects are Library, Crocker Hall, athletic fields, and Mayhew Building.

Relating to Our Academic Community and How We Operate

- State and federal law mandates, as well as our collective bargaining agreements, will continue to affect the ability of the University to bring about change and the speed with which it can make change.
- With the greater intrusion of electronics into the lives of students, faculty and staff, a positive future will require a clearer set of boundaries and expectations regarding work/life balance.
- The future will likely involve challenges to those elements that make universities essential to their communities such as academic freedom and the related authenticity in teaching, scholarship and service that may confront the politics of the day. We will need to be ready for such challenges and solid in our commitment to build a better future based on valid scholarship and pedagogical practices.
- As the flagship university in the MetroWest region, FSU must be positioned and operate as a key resource, partner, and good citizen in our communities/region.

8.0 Administration, Finance and Technology



I. Trustee Action Items

- a. FY2018 FSU Trust Fund Budgets and Fees Approval** **Attachment**
 - Consideration of approval of FY2018 Trust Fund budgets and associated fees schedule; contingent delegation to FSU BOT Finance Committee for potential revised College Operations fee based on final state appropriation funding.

- b. FSU Investment Services Manager and Funds Reallocation Approval** **Attachment**
 - Consideration of approval of an additional Investment Services Manager (Brown Advisory) and reallocation of "Core Investment" funds (\$5.0M).

- c. Personnel Actions Approval** **Attachment**
 - Consideration of approval of presented personnel actions.

II. Trustee Information Items

- a. Food Services Manager RFP**
 - Negotiations are underway with two finalists with expectation that a vendor will be selected and an agreement concluded by mid-May.

- b. Warren Center Parcel Sale**
 - Closing on the sale of the two Warren Center parcels is scheduled for May 10, 2017. Funds will be held by MSCBA for Warren Center capital projects.

- c. Art Studios Project**
 - Alternatives to renovating the Mayhew Facility for art studios are being considered including possibly building on the Adams Road Lot site. Cost estimates are being developed with preliminary analysis indicating marginal difference in costs and likely benefits of the Adams Road location.

- d. Food Study Follow-Up Project**
 - Discussions are underway with Children's Hospital for a major (second) Food Study that would utilize the Warren Center to house and feed participants.



Framingham

State University

Framingham State University

Request for Trustee Action

Date: May 17, 2017

Subject: **Framingham State University FY2018 Trust Fund Budgets and Fees Approval**

RESOLUTION

The Framingham State University Board of Trustees (the "Trustees") hereby approves the attached Framingham State University Fiscal Year 2018 Trust Fund Budgets, including the associated fees schedules and each Trust Fund's Narrative, which defines and / or revises the intended purpose of each Trust Fund.

Further, the Framingham State University Board of Trustees (the "Trustees") hereby approves delegation to the Board of Trustees Finance Committee (the "Finance Committee") authority to review and approve any adjustments to the College Operations Trust Fund and its associated student fee schedule resulting from changes in anticipated FY2018 state funding support. Notice of any changes in the College Operations Trust Fund and associated student fee schedule will be provided to the full Board of Trustees at its next regularly scheduled meeting.



Framingham
State University

Framingham State University

Request for Trustee Action

Date: May 17, 2017

Subject: **FSU Investment Services Manager and Funds Reallocation Approval**

RESOLUTION

The Framingham State University Board of Trustees (the "Trustees") hereby approves the recommendation of the Investment Services Manager Review Committee to add Brown Advisory to its current Investment Services Managers (Eaton Vance and Boston Trust) and to direct \$5.0M to Brown Advisory from funds currently managed by Boston Trust.

PERSONNEL ACTIONS

FULL TIME TEMPORARY APPOINTMENTS

Chu, Patricia	Assistant Professor English	Effective 9/1/2017 Fall 2017 Salary Rate: \$34,500.00
De Leon, Jennifer	Assistant Professor English	Effective 9/1/2017 Annual Salary Rate: \$65,000.00
Gonen, Zeynep	Assistant Professor Sociology	Effective 9/1/2017 Annual Salary Rate: \$65,273.00
Sykes, Rachel	Assistant Professor Business	Effective 9/1/2017 Annual Salary Rate: \$72,713.57
Vasapoli, Christine	Instructor Psychology & Philosophy	Effective 9/1/2017 Annual Salary Rate: \$54,000.00

TENURE TRACK FACULTY APPOINTMENTS

Coyne, Colleen	Assistant Professor English	Effective: 9/1/2017 Annual Salary Rate: \$66,000.00
Elcoro, Mirari	Assistant Professor Psychology & Philosophy	Effective: 9/1/2017 Annual Salary Rate: \$75,000.00
Greenstein, Michael	Assistant Professor Psychology & Philosophy	Effective: 9/1/2017 Annual Salary Rate: \$67,160.00
Krakow, Ellie	Assistant Professor Art & Music	Effective: 9/1/2017 Annual Salary Rate: \$66,000.00
Park, Yumi	Assistant Professor Art & Music	Effective: 9/1/2017 Annual Salary Rate: \$66,000.00
Smailes, David	Professor Political Science	Effective: 9/1/2017 Annual Salary Rate: \$81,802.31

FACULTY PROMOTIONS

Apostolidis, Emmanouil	Associate Professor Chemistry & Food Science	Effective: 9/1/2017
Ball, Daisy	Associate Professor Sociology	Effective 9/1/2017
Bishop, Brian	Professor Art & Music	Effective 9/1/2017
Cressey, James	Associate Professor Education	Effective 9/1/2017
Ferraro, Vincent	Associate Professor Sociology	Effective 9/1/2017
Ju, Hae Won	Associate Professor Fashion Design & Retailing	Effective 9/1/2017
Lavigne, Lori	Associate Professor Economics	Effective 9/1/2017
Levandosky, Julie	Professor Mathematics	Effective 9/1/2017
Li, Zhe	Associate Professor Business	Effective 9/1/2017
McKenna, Lawrence	Associate Professor Physics & Earth Science	Effective 9/1/2017
Mulhall Adelman, Sarah	Associate Professor History	Effective 9/1/2017
Nelson-Peterman, Jerusha	Associate Professor Food & Nutrition	Effective 9/1/2017
Rothenberg, Sandra	Senior Librarian Library	Effective 9/1/2017
Sheridan, Bridgette	Professor History	Effective 9/1/2017

Witt, Sam	Associate Professor English	Effective 9/1/2017
-----------	--------------------------------	--------------------

TENURE

Apostolidis, Emmanouil	Associate Professor Chemistry & Food Science	Effective: 9/1/2017
------------------------	---	---------------------

Atchison, Benjamin	Assistant Professor Mathematics	Effective 9/1/2017
--------------------	------------------------------------	--------------------

Ball, Daisy	Associate Professor Sociology	Effective 9/1/2017
-------------	----------------------------------	--------------------

Cressey, James	Associate Professor Education	Effective 9/1/2017
----------------	----------------------------------	--------------------

Ferraro, Vincent	Associate Professor Sociology	Effective 9/1/2017
------------------	----------------------------------	--------------------

Ju, Hae Won	Associate Professor Fashion Design & Retailing	Effective 9/1/2017
-------------	---	--------------------

Lavigne, Lori	Associate Professor Economics	Effective 9/1/2017
---------------	----------------------------------	--------------------

Li, Zhe	Associate Professor Business	Effective 9/1/2017
---------	---------------------------------	--------------------

McKenna, Lawrence	Associate Professor Physics & Earth Science	Effective 9/1/2017
-------------------	--	--------------------

Mulhall Adelman, Sarah	Associate Professor History	Effective 9/1/2017
------------------------	--------------------------------	--------------------

Witt, Sam	Associate Professor English	Effective 9/1/2017
-----------	--------------------------------	--------------------

STAFF APPOINTMENTS

Malkin, Jeffrey	Staff Assistant Financial Aid Replacement	Effective: 4/11/2017 Annual Salary Rate: \$47,476.00
-----------------	---	---

RETIREMENTS

Ludemann, Pamela	Professor Psychology & Philosophy	Effective: 8/31/2017
Fairbanks, H. Warren	Associate Vice President Capital Planning & Facilities	Effective: 7/1/2017

SEPARATIONS/RESIGNATIONS

Amaral, Meredith	Staff Assistant Admissions	Effective: 4/11/2017
Chan, Jocelyn	Staff Associate Accounting Manager Quality Assurance & Foundation Activities	Effective: 4/14/2017
Li, Ke	Associate Professor Sociology	Effective: 5/31/2017
Reddy, William	Staff Assistant Office of Student Involvement	Effective: 4/25/2017
Stoops, Melinda	Associate Vice President Dean of Students	Effective: 6/16/2017
Whittemore, Steven	Assistant Director Alumni Relations Officer	Effective 3/31/2017



Framingham
State University

Framingham State University FY2018 Budget



FY2018 Budget Development Assumptions

Category	Budget Plan (highlighted figures reflect changes from February proposal)
Collective Bargaining	All three contracts (MSCA, APA, AFSCME) currently not settled; budget assumes 2.5% annual salary increases (recent community colleges increases precedent).
State Appropriations	FY2018 budget based on anticipated state funding increase of \$280K (1.0%) to be allocated through the BHE funding formula; and, \$680K supplemental funding (assuming 2.5% cost increases) for collective bargaining.
Student Charges	Tuition and Fees increase of \$580 (6.2%); aggregate comprehensive student cost increase (including room and board adjustments) of \$990 (4.8%);
Enrollment	Aggregate Day enrollment target of approximately 3,900 total FTE UG (fall) students (represents 100 students, or -2.5%, decrease – based on level number of new students).
Inflation	General assumption of 1.5%-3% inflation; major exception is fringe benefits chargeback rate that is increasing at a faster rate and student financial aid increase of 5.3%; in aggregate, equates to approximately 2.2% adjustments on average (accounting for reductions and reallocations).
Staffing Levels	FY18 budget assumptions based on hiring of carry-over FY17 tenure track positions plus additional 1.0 tenure track position and 0.0 additional staff (excluding assumption of Danforth Art positions and potential positions to be funded from Strategic Priorities reserve)
Strategic Priorities Fund	Strategic Priorities Initiative Fund allocations to support FY2018 initiatives. <i>New investment of \$650K in FY18 represents \$165 of proposed fee increase.</i>
Trust Funds Support	Trust fund managers have been directed to submit FY2018 budgets accounting for level College Operations support and to account for impact of anticipated enrollment reduction.

College Operating Budget - FY2018 All Funds Budget																
--- "General College Operations" ---																
Revenues	State Appropriations	Ret. Tuition Revenues	College Operations	Residence Life	Gen. Purpose/Auxiliary Ent.	Continuing Education	Academic Support	Athletics	Danforth Art Center	College Center	Library	Student Activities	Warren Center	Other Trust Funds	Total	% of Total
State Appropriations	\$28,192,000														\$28,192,000	24%
State Authorized Retained Tuition		\$750,000													\$750,000	1%
State Funded Fringe Benefits (est.)	\$10,144,000	\$292,000													\$10,436,000	9%
Net Student Tuition & Fees - Day			\$29,473,000				\$269,000	\$1,041,000		\$897,000	\$390,000	\$546,000		\$480,000	\$33,096,000	28%
Net Student Tuition/Fees - Evening			\$1,620,000			\$6,377,000				\$77,000	\$129,000			\$76,000	\$8,279,000	7%
Contract Courses/Workshops					\$197,000	\$1,604,000	\$15,000		\$400,000						\$2,216,000	2%
Student Rents				\$16,557,000											\$16,557,000	14%
Student Meal Plans					\$7,160,000										\$7,160,000	6%
Gifts/Sales/Commissions				\$61,000	\$629,000	\$30,000	\$34,000	\$136,000	\$537,000	\$15,000			\$475,000	\$3,000	\$1,920,000	2%
Grants					\$170,000										\$170,000	0%
Interest/Miscellaneous			\$547,000	\$12,000	\$1,336,000	\$78,000	\$1,000	\$114,000			\$3,000	\$1,000		\$1,000	\$2,093,000	2%
Transfers In			\$3,910,000	\$6,000	\$858,000	\$0	\$1,636,000	\$284,000	\$240,000	\$40,000	\$104,000			\$180,000	\$7,258,000	6%
Total Budgeted Revenues	\$38,336,000	\$1,042,000	\$35,550,000	\$16,636,000	\$10,350,000	\$8,089,000	\$1,955,000	\$1,575,000	\$1,177,000	\$1,029,000	\$626,000	\$547,000	\$475,000	\$740,000	\$118,127,000	100%
Expenditures	State Appropriations	Ret. Tuition Revenues	College Operations	Residence Life	Gen. Purpose/Auxiliary Ent.	Continuing Education	Academic Support	Athletics	Danforth Art Center	College Center	Library	Student Activities	Warren Center	Other Trust Funds	Total	% of Total
Employee Compensation	\$28,192,000	\$750,000	\$6,394,000	\$1,502,000	\$594,000	\$1,411,000	\$83,000	\$106,000	\$398,000	\$131,000	\$3,000	\$9,000		\$118,000	\$39,688,000	34%
Employee Related Expenditures			\$133,000	\$9,000	\$33,000	\$12,000	\$319,000	\$35,000		\$3,000	\$3,600	\$1,000		\$10,000	\$558,600	0%
Special Employees			\$4,317,000	\$1,228,000	\$447,000	\$3,683,000	\$546,000	\$341,000	\$132,000	\$115,000	\$138,000	\$11,000		\$190,000	\$11,148,000	9%
Pension & Insurance	\$10,144,000	\$292,000	\$2,287,000	\$562,000	\$191,000	\$520,000	\$7,000	\$44,000	\$153,000	\$45,000	\$1,400			\$46,000	\$14,292,400	12%
Administrative Expenditures			\$2,293,000	\$369,000	\$551,000	\$182,000	\$264,000	\$391,000	\$253,000	\$87,000	\$87,000	\$72,000		\$96,000	\$4,645,000	4%
Facility Operations			\$387,000	\$211,000	\$89,000	\$12,000	\$248,000	\$265,000	\$50,000	\$29,000	\$344,000	\$357,000		\$75,000	\$2,067,000	2%
Utilities/Space Rentals			\$3,869,000	\$1,568,000				\$1,000	\$63,000						\$5,501,000	5%
Consultant/Contracted Services			\$618,000	\$9,000	\$107,000	\$32,000	\$41,000	\$9,000	\$51,000	\$92,000		\$32,000		\$65,000	\$1,056,000	1%
Operational Services			\$400,000	\$39,000	\$6,453,000		\$11,000	\$80,000		\$1,000		\$1,000		\$31,000	\$7,016,000	6%
Equipment			\$300,000	\$20,000	\$50,000	\$1,000	\$39,000	\$43,000	\$7,000			\$0	\$150,000	\$43,000	\$653,000	1%
Equipment Lease/Maintenance			\$500,000	\$147,000	\$19,000	\$1,000	\$101,000	\$20,000		\$3,000	\$2,000	\$5,000		\$8,000	\$806,000	1%
Purchased Services			\$66,000	\$9,000	\$6,000	\$2,000	\$63,000	\$141,000		\$8,000		\$26,000		\$2,000	\$323,000	0%
Construction/Facilities Operations			\$1,380,000	\$91,000	\$58,000		\$1,000	\$5,000					\$185,000	\$1,000	\$1,721,000	1%
Information Technology			\$3,833,000	\$135,000	\$71,000	\$10,000	\$57,000	\$4,000		\$11,000	\$45,000	\$12,000	\$75,000	\$46,000	\$4,299,000	4%
Aid/Waivers/Entitlement Programs			\$2,653,000	\$288,000	\$36,000	\$392,000	\$49,000					\$6,000		\$1,000	\$3,425,000	3%
Payments/Debt Service			\$2,530,000	\$10,382,000	\$1,257,000			\$90,000	\$70,000	\$492,000					\$14,821,000	13%
Transfers Out			\$3,590,000	\$120,000	\$362,000	\$1,836,000	\$166,000			\$12,000		\$15,000		\$6,000	\$6,107,000	5%
Total Budgeted Expenditures	\$38,336,000	\$1,042,000	\$35,550,000	\$16,689,000	\$10,324,000	\$8,094,000	\$1,995,000	\$1,575,000	\$1,177,000	\$1,029,000	\$621,000	\$547,000	\$410,000	\$738,000	\$118,127,000	100%
Transfers In/Out from Reserves	\$0	\$0	\$0	(\$53,000)	\$26,000	(\$5,000)	(\$40,000)	\$0	\$0	\$0	\$5,000	\$0	\$65,000	\$2,000	\$0	0.0%
Percent of Total	32%	1%	30%	14%	9%	7%	2%	1%	1%	1%	1%	0%	0%	1%	100%	

Remitted Tuition (\$350,000)

Balanced (no deficit) Operating Budget

Other Funds Capital Budget - FY2018						
Major Capital (Non-Maintenance) Projects						
Revenue Sources	College Funding	DCAM Funding	College Financing	MSCBA Funding	Aux. Ent. Funding	Total
Capital Expenditures	\$700,000	\$1,900,000	\$3,200,000	\$800,000	\$800,000	\$7,400,000

Operating Budget (less Aux. Ent.) \$91,114,000
 State Support (Approp. Plus F.B. Funding less Remitted Tuition) \$38,278,000
State Support as % of Non-Aux. Operations: 42.0%
State Support per Undergraduate Student: \$9,800

Undergraduate FTEs: 3909

Other Funds Financial Aid Budget - FY2018										
Revenue Sources (College Administered)	Federal Loans	Non-Federal Loans	State NIL Loans	Federal Grants	State Grants	Foundation (FSU) Grants	Other Grants	Indep. Alumni Grants & Loans	University Grants/Waivers	Total
Financial Aid Expenditures	\$23,500,000	\$5,800,000	\$500,000	\$6,100,000	\$1,900,000	\$500,000	\$220,000	\$80,000	\$4,150,000	\$42,750,000

Total Grants \$12,950,000 30%
 Total Loans \$29,800,000 70%

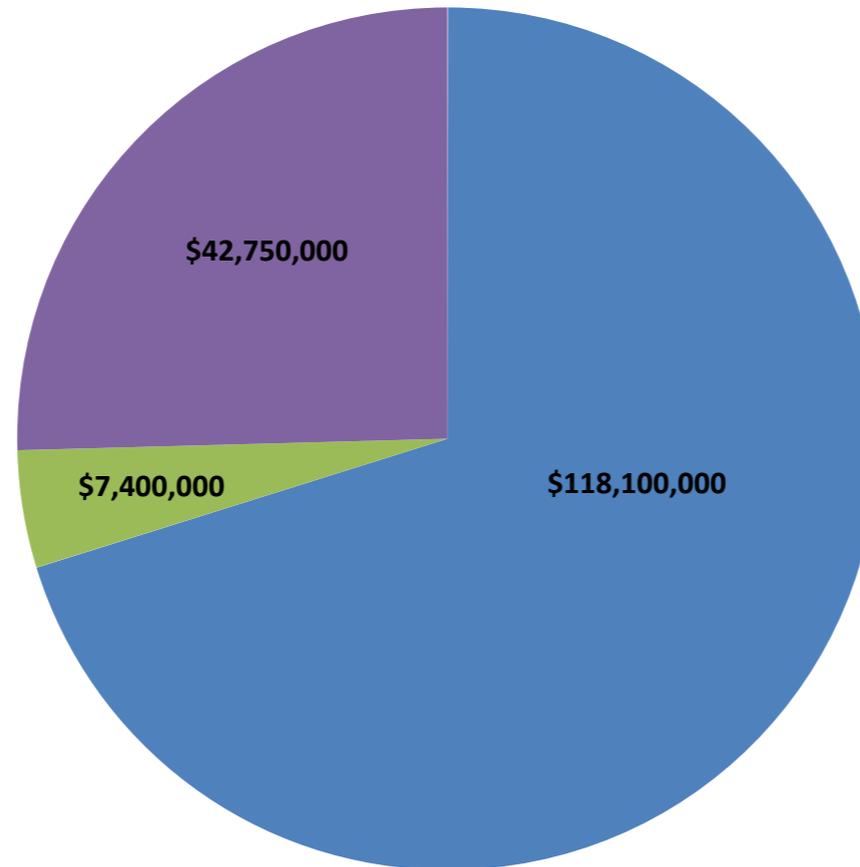
FY2018 All Budgeted Expenditures - Proforma Total
Budgeted Expenditures Operating/Capital/Financial Aid (net)
Total \$162,627,000

FY2018 All Funds Budget of \$162.6M



Framingham State University FY2018 “All Funds” Budget Summary

All Funds Budget Summary



\$162.6 Million Net “All Funds” Budget

FY2018 \$162.6M “All Funds” budget represents a reduction of \$14.0M (-7.8%) from FY2017:

- > Operations increase \$4.6M (+4.0%)
- > Financial Aid Budget increase \$2.0M (+5.1%)
- > Capital Budget decrease \$20.6M (-74%)
 - ~ includes State G.O. funding support
 - ~ reduction due to completion of Science Project

- Operating Budget
- Capital Budget
- Financial Aid Budget

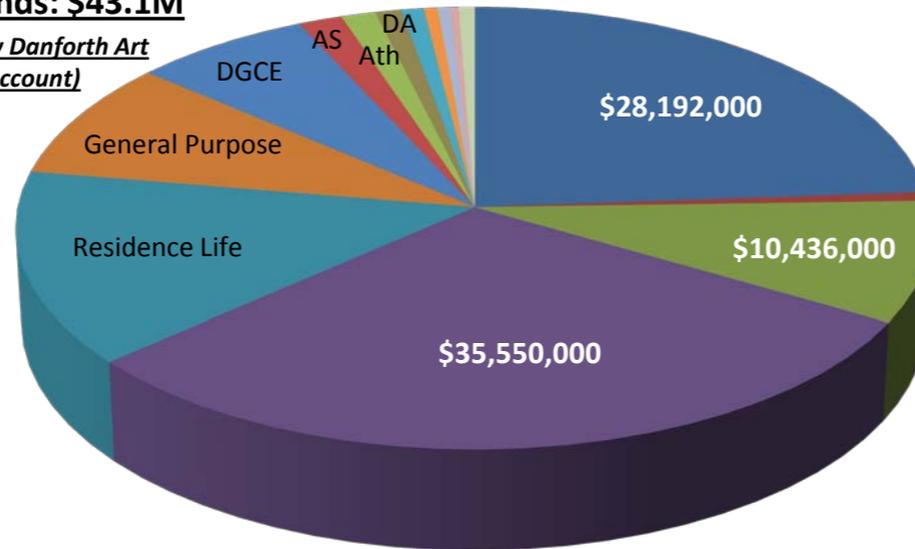


Framingham State University FY2018 Operating Budget Summary

FY2018 Operating Budget :
Revenues: \$118.1M
Expenditures: \$118.1M

**At State Funding of Collective Bargaining Costs (2.5% increase)
Plus Formula Funding Reserve Allocation (1.0% increase)**

Trust Funds: \$43.1M
(including new Danforth Art Center account)



General Operations Funds: \$75.0M

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

\$118.1 Million Operating Budget



Framingham State University FY2018 Operating Budget Key Parameters

Assumes projected enrollment (-2.5% FTE decrease)
 The base scenario assumes that the Commonwealth will fund
 Collective Bargaining costs (\$690K; 2.5%) and a Formula Funding Pool (\$280K; 1.0%)

Budget Summary @ 3.5% State Funding

State Appropriations

Student Charges

Day Student Tuition and Fees – Increase (FT Annual)

Residence Hall Rates – Increase (Annual)

Dining Rates – Increase (Annual)

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

DGCE Undergraduate – Increase (per course)

DGCE Graduate – Increase (per course)

Strategic Priorities Initiatives New Funding

Faculty Positions – Full Time Tenure Track Positions Increase

Staff Positions – Increase

(excluding assumption of 6.5 Danforth Art positions and potential Strategic Priorities funded positions)

Budgeted General Operations Net Income

\$28.9M (3.5%)

\$580 (6.2%)

\$300 (3.8%)

\$110 (3.2%)

\$990 (4.8%)

\$35 (3.3%)

\$50-\$58 (4.3%)

\$650K

1

0

\$0K

Base Budget Assumptions



FY2018 Budget Overview

	<u>Cost</u>	<u>Fee Impact</u>
➤ Personnel Incremental Costs (3.0% aggregate increase)		
▪ Collective Bargaining; Additional Faculty and Staff; Fringe Benefits	(\$1.1M)	\$290
Includes new Faculty tenure track positions and new Staff positions; benefits increased costs		
➤ Non - Personnel Inflation/Reductions/Reallocations (2.2% net increase)		
▪ Operations; Maintenance; Equipment; IT; and Debt Service	(\$0.5M)	\$125
➤ Strategic Priorities Initiatives Funding (SPIF)		
▪ Incremental (net) costs of SPIF initiatives (\$1.6M from reallocations/other sources)	(\$0.65M)	\$165
➤ Net Impact of Reduced Enrollment	(\$0.9M)	\$230
➤ State Funding - Line-item Appropriation (\$28.9M)	\$0.9M	(\$230)
▪ Assumes FY18 Formula allocation and Collective Bargaining supplemental funding	_____	_____
➤ Student Net Revenue – Incremental Charges Impact	(\$2.25M)	\$580



Framingham State University tuition and fees are projected to remain below the state university average. Comprehensive costs for tuition and fees, room and board are projected to be \$200 less than the segment average.

State Universities Projected Student Cost Comparison: AY2017-2018

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

	FY18 Resident Tuition and Fees	FY18 Room	FY18 Board	FY2018 Total	Total Increase	% Increase
Bridgewater	\$10,200	\$8,230	\$3,800	\$22,230		
Fitchburg	\$10,380	\$7,140	\$3,480	\$21,000		
Framingham	\$9,920	\$8,260	\$3,560	\$21,740	\$990	4.8%
Salem	\$10,170	\$9,020	\$3,630	\$22,820		
Westfield	\$9,700	\$8,400	\$3,800	\$21,900		
Worcester	\$9,630	\$8,564	\$3,726	\$21,920		
Sister Universities Average	\$10,020	\$8,275	\$3,687	\$21,950		
Framingham Rank - Sister Colleges				2nd Lowest		
FSU \$ Difference from Avg.	-\$100	-\$15	-\$127	-\$210		
FSU % Difference from Avg.	-1.0%	-0.2%	-3.4%	-1.0%		

“Sister Colleges” have reported preliminary FY2018 projected comprehensive fee increases from \$750 to \$1,000 (contingent upon ultimate state funding)

FY2018 FSU Tuition and Fees and Comprehensive Costs projected to remain below the state universities average

Assumptions:	Fees: \$580 increase (6.2%)
	Rent: \$300 increase (3.8%) - weighted avg rate
	Board: \$110 increase (3.2%)

DGCE Student Charges	Increases:	Comparable Costs:
➤ Undergraduate:	\$35 per course 3.3%	\$8,720 for 8 courses
	- cost per credit hour remains lowest among sister universities	
➤ Graduate (excl. MBA/MSN/PSM)	\$50 per course 4.3%	\$9,760 for 8 courses
➤ Graduate – MBA, MSN, PSM	\$58 per course 4.3%	\$11,360 for 8 courses
➤ International Student Fee	\$60 per semester	\$2,200 per year premium



Five Year Pro Forma General Operations Budget Key Parameters

Major Factors Assumptions (based on enrollment and state support update)	FY2017	FY2018	FY2019	FY2020	FY2021
State Appropriations Support (net with coll. barg. reserves funding) <i>% Annual Increase</i>	\$27,913,720 1.0%	\$28,880,000 3.5%	\$29,877,000 3.5%	\$30,908,000 3.5%	\$31,975,000 3.5%
Student Generated Net Revenues (rate and enrollment impact) <i>% Annual Increase</i>	\$30,057,000 2.9%	\$31,173,000 3.7%	\$32,472,000 4.0%	\$33,766,000 4.2%	\$35,172,000 4.2%
Enrollment (Day FTE) Projections (assumes 760 new /380 transfer students annually) <i>% Annual Increase/Decrease</i> (steady state by FY2020 at 3850; target level of 4000)	4,009 -4.3%	3,909 -2.5%	3,865 -1.1%	3,850 -0.4%	3,850 0.0%
Student Financial Aid (Institutional Grants/Waivers) Support <i>% Annual Increase</i>	\$2,520,000 5.0%	\$2,653,000 5.3%	\$2,788,000 5.0%	\$2,928,000 5.0%	\$3,078,000 5.0%
Annual Debt Service Projection <i>Debt Burden Ratio</i> (including Danforth debt and projected future issuances)	\$4,396,270 4.7%	\$4,775,000 4.8%	\$4,936,000 4.8%	\$5,062,000 4.8%	\$5,081,388 4.7%
New Strategic Priorities Fund (includes reallocations and other sources funds)		\$2,470,000	\$2,579,000	\$3,206,000	\$3,622,000
Day Faculty Positions (FTEs) <i>Day TT Positions</i> (FY18 positions include carry overs; +1 TT position annually) <i>Students per FTE Faculty</i> (FY11 Ratio: 16.5:1)	265 175 15.1	265 181 14.8	265 182 14.6	265 183 14.5	265 184 14.5
Staff Positions (6.5 Danforth FY18; World of Work FY18/19; Bus Dean+1 FY20; FY21-22: +1+1) <i>Students per FTE Staff - including Deans positions</i> (FY11 Ratio: 12.7:1)	336 11.9	343 11.4	344 11.2	346 11.1	347 11.1
Personnel Costs (including projected fringe benefits costs increases) <i>Annual Percentage Increase</i>	\$34,475,720 3.5%	\$35,612,000 3.3%	\$36,775,000 3.3%	\$38,172,000 3.8%	\$39,530,000 3.6%
Projected Annual Net Income (outyears to be adjusted as process proceeds)	\$0	\$0	\$50,000	\$100,000	\$150,000
Projected Fund Balances Reserves Use	(\$200,000)	\$0	\$0	\$0	\$0

Annual State Funding increase of 3.5%

Enrollment assumes level incoming class sizes; aggregate decreases until FY2020

Debt Burden ratio maintained within debt cap

Strategic Priorities Funding - new and reallocated funds

Faculty/Staff hiring plans as noted

Projected Annual Balanced or Small Surplus Budgets

Student Costs Assumptions	FY2017	FY2018	FY2019	FY2020	FY2021
Projected Student Charges:					
Tuition and Fees <i>Increase over prior year</i> <i>% Increase</i>	\$9,340 \$640 7.3%	\$9,920 \$580 6.2%	\$10,490 \$570 5.7%	\$10,970 \$480 4.6%	\$11,450 \$480 4.4%
Rent (weighted avg.) <i>Increase over prior year</i>	\$7,960 \$300	\$8,260 \$300	\$8,560 \$300	\$8,850 \$290	\$9,140 \$290
Board <i>Increase over prior year</i>	\$3,450 \$110	\$3,560 \$110	\$3,680 \$120	\$3,810 \$130	\$3,940 \$130
Framingham Costs	\$20,750	\$21,740	\$22,730	\$23,630	\$24,530
State College Peers Costs (with conservative out-year cost projections) <i>Difference - FSU vs Peers</i>	\$21,150 (\$400)	\$21,950 (\$210)	\$22,750 (\$20)	\$23,650 (\$20)	\$24,550 (\$20)
Rank	2nd Lowest	3rd Lowest	Middle/Average	Middle/Average	Middle/Average
Aggregate Annual \$ Increase	\$1,050	\$990	\$990	\$900	\$900
Aggregate Annual % Increase	5.3%	4.8%	4.6%	4.0%	3.8%

Tuition and Fees projected to be near segment average by FY2021

Comprehensive Student Charges projected to increase 4.8% to 3.8% annually

Initial strategic priorities have been identified to provide funding placeholders; reallocations will occur as process continues.

Strategic Priorities Initiatives Fund (\$18.0M over five years)					
<i>New Strategic Plan Initiatives - Ordered by aggregate cost impact</i>	Five Year Total	FY18 Budget	FY19 Budget	FY20 Budget	FY21 Budget
Financial Aid Increases (aggregate investment based on compounding 5% annual increases)	\$2,000,000	\$125,000	\$135,000	\$140,000	\$150,000
New Tenure Track Faculty Positions Initiative	\$1,500,000	\$94,000	\$192,000	\$296,000	\$408,000
Debt Service for Future Financed Capital Projects (consistent with <i>revised</i> capital plan)	\$1,350,000	\$88,000	\$246,000	\$283,000	\$320,000
Strategic Capital Projects Priorities (adaptation & renewal projects) - Clg. Ops. <i>Allocation</i>	\$1,300,000	\$400,000	\$300,000	\$300,000	\$300,000
Danforth Museum Initiative Projected Direct Subsidy (G.P.-General Reserve support)	\$1,200,000	\$240,000	\$240,000	\$240,000	\$240,000
New Targeted Staff/Contractor Positions Initiative - <i>FY18 Reallocation</i> ; outyears College Ops	\$1,100,000	\$110,000	\$112,000	\$210,000	\$287,000
World of Work Initiative (FY18 space outfitting and new position Jan. '18)	\$1,000,000	\$150,000	\$200,000	\$210,000	\$220,000
Targeted Technology - including FY18 Wifi Initiative (<i>Reallocations</i> and MSCBA support)	\$1,000,000	\$350,000	\$200,000	\$100,000	\$100,000
Targeted Equipment - beyond standard replacements (not incl. DCAMM /MLSC FY17/18 funding)	\$800,000	DCAMM/MLSC: \$900K	\$100,000	\$200,000	\$200,000
New Dean of Business	\$750,000			\$224,000	\$230,000
Proposed MetroWest Education Center Initiative (Operations support)	\$400,000		\$75,000	\$77,000	\$79,000
Additional Women's Sport - Athletic Trust Fund	\$400,000	\$78,000	\$79,000	\$80,000	\$81,000
Math Emporium (FY18: \$55K outfitting - <i>Reallocation</i> ; Ongoing operations support)	\$395,000	\$115,000	\$60,000	\$61,000	\$62,000
Food and Nutrition Demonstration Kitchen (Stalker ICR funded)	\$200,000	\$200,000			
STEM Initiative Placeholder - <i>Reallocation</i>	\$100,000	\$20,000	\$20,000	\$20,000	\$20,000
New Hospitality Management Program	TBD		TBD	TBD	TBD
Placeholder	TBD				
Placeholder	TBD				
Placeholder	TBD				
Placeholder	TBD				
Placeholder	TBD				
Examples: add. w omens sport; transportation enhancements; service learning initiatives					
Food Service Venues Enhancements Placeholder - Contract Funded (TBD)	\$1,500,000	\$350,000	\$350,000	\$350,000	\$350,000
Initiatives funded through Trust Funds <i>Reallocations</i> - Target (<i>to be identified</i>)	\$1,000,000	\$150,000	\$170,000	\$190,000	\$210,000
Out-years Initiatives funded through College Ops Set-Aside (<i>to be identified</i>)	\$1,100,000	\$0	\$100,000	\$225,000	\$365,000
Total New Strategic Plan Priorities Commitments	\$18,000,000	\$2,470,000	\$2,579,000	\$3,206,000	\$3,622,000

FY2018 Strategic Priorities support (from new funds and reallocations) total nearly \$2.5M; reallocations will occur as process continues



Fee Schedule – College Operations Associated Fee Ranges
Based on Various State Funding Levels/Enrollment at Projected Level

	<u>State Funding Level</u>	<u>College Operations Fee Increase</u>	
Current Funding Level	\$27.9M (0.0%)	\$780 (8.3%)	
Governor & House W&M Budgets	\$28.2M (1.0%)	\$730 (7.8%)	– Governor’s / House W&M Budget
	\$28.4M	\$680 (7.3%)	
	\$28.6M	\$630 (6.7%)	
Preliminary Budget Assumption	\$28.9M (3.5%)	\$580 (6.2%)	– Basis for Budget Development
	\$29.1M	\$580 – Trust Funds Restoration	
	\$29.3M (5.0%)	\$530 (5.7%)	

Formula Funding Reserve Est. Share; Governor and House W&M Budgets

Projected state funding including anticipated supplemental support for collective bargaining costs

9.0 New Business