Framingham State University
Academic Affairs Subcommittee of the Board of Trustees

September 6, 2018
8:00 a.m. – 9:30 a.m.

Alumni Room (Room 309)
D. Justin McCarthy Campus Center
Academic Affairs Subcommittee of the Board of Trustees
Agenda
Thursday, 6 September 2018
McCarthy Center, Alumni Room
08:00 a.m. – 09:30 a.m.

1.0 Approval of Minutes from the Previous Meeting – 7 May, 2018
   Time: 08:00 a.m. – 08:01 a.m.
   Presenter(s): Subcommittee Chair: Nancy Budwig
   Attachment(s): Pp. 01 - 05

2.0 From the Provost’s Office: Updates
   2.1 Subtopic: Brief Updates
      Time: 08:01 a.m. – 08:07 a.m.
      Presenter(s): Linda Vaden-Goad
      Additional Notes:
      • New Faculty: Brief Biographies (pp. 06 – 13)
      • Swiaicki Children’s Literature Festival: The Pat Keogh Memorial Workshop
      • Arts & Ideas
      • Marlborough Collaborative
      • New Academic First-Year Experience
      • Campus Engagement with the General Education External Review & Next Steps
      • Addressing Current & Future Budget Reductions
      • Academic Affairs Annual Report

   2.2 Subtopic: New People / New Roles
      Time: 08:07 a.m. – 08:10 a.m.
      Presenter(s): Linda Vaden-Goad
      Additional Notes:
      • Alexandrine Policar: Director, Processes & Efficiencies
      • Jon Huibregts: Director, CELTSS
      • Mark Hardie: Director, World of Work & Director, Entrepreneur Innovation Center
      • Patricia Bossange: Director, Office of Grants & Sponsored Programs

   2.3 Subtopic: Danforth Art School
      Time: 08:10 a.m. – 08:15 a.m.
      Presenter(s): Scott Greenberg

   2.4 Subtopic: Strategic Plan: Goals & Metrics for This Academic Year
Time: 08:15 a.m. – 08:22 a.m.
Presenter(s): Linda Vaden-Goad
Attachment(s): P. 14

2.5 Subtopic: Status of Our New Major: Hospitality & Tourism Management
Time: 08:22 a.m. – 08:27 a.m.
Presenter(s): Susan Dargan

2.6 Subtopic: Status of Our New Teach-Out (Mt. Ida): Commercial Photography
Time: 08:27 a.m. – 08:32 a.m.
Presenter(s): Marc Cote

3.0 From the Provost’s Office: Reports
3.1 Subtopic: Developing the Office of Grants & Sponsored Programs (OGSP)
Time: 08:32 a.m. – 08:37 a.m.
Presenter(s): Linda Vaden-Goad
Attachment(s): Pp. 15 - 27

Time: 08:37 a.m. – 08:44 a.m.
Presenter(s): Mark Nicholas
Attachment(s): P. 34

3.3 Subtopic: Grants & Sponsored Programs
Time: 08:44 a.m. – 08:49 a.m.
Presenter(s): Patricia Bossange
Attachment(s): Pp. 36 - 38

4.0 From the Provost’s Office: Policies, Procedures, & Practices
4.1 Subtopic: Academic Program Self-Study, External Review, & Tracking Change: English Department
Time: 08:49 a.m. – 08:54 a.m.
Presenter(s): Marc Cote

4.2 Subtopic: Academic Program Self-Study, External Review, & Tracking Change: Biology Department
Time: 08:54 a.m. – 08:59 a.m.
Presenter(s): Margaret Carroll

5.0 From the Provost’s Direct Reports: Updates
Time: 08:59 a.m. – 09:30 a.m.
Presenter(s): Select Direct Reports of the Provost:
                                      Continuing Education (Scott Greenberg)
                                      Graduate Studies (Yaser Najjar)
Academic Affairs Subcommittee of the Board of Trustees – Charter

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.
Attendance

Subcommittee Members Present

BOT: Nancy Budwig (Subcommittee Chair)
BOT: Fernando Quezada
Provost & Vice President (VP), Academic Affairs: Linda Vaden-Goad
Associate VP & Dean, Continuing Education: Scott Greenberg
Dean, Graduate Studies: Yaser Najjar
Dean, Arts & Humanities: Marc Cote
Dean, Education: Larnell Flannagan
Dean, Social & Behavioral Sciences: Susan Dargan

Additional Present

Executive Assistant, Academic Affairs: Katelyn Christopher (Recording Secretary)
BOT: Richard Logan (remotely)
President, FSU: F. Javier Cevallos
Executive VP, Administration, Finance, & IT: Dale Hamel
VP, Enrollment & Student Development: Loretta Holloway
Chief of Staff & General Counsel: Ann McDonald
Chief Diversity & Inclusion Officer: Millie Gonzalez
Director, Advising: Christopher Gregory
Director, CASA: LaDonna Bridges
Assistant Director, CELTSS: Jon Huibregtse
Director, Honors Program: Paul Bruno
Associate Director, IE - Institutional Research: Ann Caso
Coordinator, IE - Student Retention & Graduation Success: Lauren Keville
Director, International Education: Jane Decatur
Registrar, Office of the Registrar: Mark Powers
Director, The Danforth Museum: Debra Petke
Instructional Designer, Education Technology: Steven Courchesne

Proceedings

Approval of Minutes from the Previous Meeting – 2018.03.07

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

Updates - Provost

- Patricia Keogh, long-time member of the Swiacki Children’s Festival Committee, recently passed away.
- Academic Affairs recently hosted Terry Rhodes for an external review of our programming on behalf of AAC&U.
• External program reviewers for the Communication Arts and English Departments recently completed their on-campus meetings. As soon as the reports are complete, L. Vaden-Goad will share the results with this group.
• CELTSS just held their annual Student Poster & Presentation Day.
• Academic Affairs will assemble a new committee focused on efforts for the first-year experience.
• The Hospitality Management major passed through all governance systems, and will now be sent to the Board of Higher Education.
• During the month of April, there were many different award ceremonies, honoring all the hard work of our students this past year.

Strategic Plan

• FSU started the process of developing the new strategic plan about 1½ years ago.
• For this version, FSU will be focusing on keeping track of and analyzing various metrics, broken down by each distinct area of the university.
• As the leading driver of the strategic plan, L. Vaden-Goad aims to give updates regarding it at least once per year (twice for certain metrics).
• N. Budwig asked about what types of metrics will be tracked.
  o Examples include Pell grant recipients, gender, ethnicities.
  o Some of the metrics being tracked come directly from the Board of Higher Education.
  o L. Vaden-Goad brought up how, in prior years, F. Quezada asked about the demographics of the Honors Program, which partially inspired this way of tracking the success of this strategic plan.
• F. Quezada asked about student roles and involvement in helping craft the strategic plan.
  o All governance meetings are open and have roles for student participants.
  o D. Hamel commented that, depending on the audience polled, one can have very different resulting priorities.
  o L. Vaden-Goad wants to create an Academic Affairs Student Advisors forum.
• N. Budwig said that the plan is very notable and centralized. In her experience, faculty can be stuck in their own disciplinary homes. She asked how they feel about the plan at the higher level, and whether or not they feel heard.
  o L. Vaden-Goad said that the plan was developed with everyone in mind; faculty had direct input into the making of this plan.

The Danforth

• The museum will be up and running in Spring 2019; construction has already begun.
• FSU’s ceramics and sculpture classes will migrate to the museum, freeing up space in May Hall for junior and senior working spaces.
• FSU would like to reinstate two new programs: Masters of Art and a Masters of Art History. They could very easily be multi-disciplinary areas of study, bringing in such areas as anthropology, history, and science.
• The Meta Vaux Warrick Fuller collection consists of approximately 300 pieces, and is the largest in the world. This will be a permanent display in the museum.
• Having the Danforth Art Museum will be a great way for FSU to serve the community and to bring people to campus.
Budget - Academic Affairs

- Page 27 of the packet featured at this meeting was missing the break-down of the Academic Support Grants portion of the budget.
- The Entrepreneur Innovation Center is not bringing in money yet, but it is bringing new entrepreneurs to campus, as well as new students who are receiving great experiences with the program.
  - The center will eventually bring in enough revenue to support its director and other additional costs, but this will take a few years.
- N. Budwig asked about the $7,000 figure for student retention; L. Keville let the group know this amount is simply for the software to help with student retention, and not for the total efforts toward student retention that the university will make as a whole.
- F. Quezada said that we should talk about the budget and the Academic Affairs agenda at least twice per year.
  - L. Vaden-Goad wants to pay special attention to what we need for student support.

Updates – Provost’s Direct Reports

- L. Keville, J. Decatur, and M. Powers each gave a short presentation on the topics they submitted for review. For a detailed breakdown of their presentations, please refer to their sections in the packet featured for this meeting.

Closing

- The meeting was adjourned by N. Budwig.

Documents Presented at This Meeting

- For a complete list of the documents presented at this meeting, please refer to the attached meeting agenda, beginning on the next page.
1.0 Approval of Minutes from the Previous Meeting – 7 March 2018
   Time: 08:00 a.m. – 08:01 a.m.
   Presenter(s): Nancy Budwig, Subcommittee Chair
   Attachment(s): Pp. 01 – 05

2.0 Updates - Provost
   Time: 08:01 a.m. – 08:06 a.m.
   Presenter(s): Linda Vaden-Goad

3.0 Strategic Plan
   Time: 08:06 a.m. – 08:25 a.m.
   Presenter(s): Linda Vaden-Goad
   Attachment(s): Pp. 06 – 24

4.0 The Danforth
   Time: 08:25 a.m. – 08:35 a.m.
   Presenter(s): Marc Cote, Debra Petke, & Scott Greenberg

5.0 Budget – Academic Affairs
   Time: 08:35 a.m. – 08:50 a.m.
   Presenter: Scott Greenberg
   Attachment(s): Pp. 25 – 40

6.0 Updates – Provost’s Direct Reports
   Time: 08:50 a.m. – 09:30 a.m.
   Presenter(s): Select Direct Reports of the Provost:
     - Continuing Education (Scott Greenberg; p. 41)
     - Graduate Studies (Yaser Najjar; p. 41)
     - Library (Bonnie Mitchell; p. 42)
     - College of Arts & Humanities (Marc Cote; pp. 42 – 43)
     - College of Business (Susan Dargan; p. 43)
Academic Affairs Subcommittee of the Board of Trustees – Charter

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.
Welcome to Framingham State University! CELTSS is excited to host New Faculty Orientation. We have a full day planned that will introduce you to many of the people and resources available to help you succeed at FSU.

Below are brief biographies of our new colleagues here today. These biographical sketches do not fully reflect the breadth of accomplishments of new faculty, but they do help to illustrate the wonderful academic endeavors of new faculty and auger well for continued success.

CELTSS is looking forward to a new academic year and to helping our newest colleagues, grow and develop further excellence in teaching, scholarship, advising, and service to the university.

**Kristen Abbott Bennett, Ph.D., English**

Preferred Name: Kristen  

Dr. Bennett earned her B.A. from Syracuse University and a M.Ed. at UMASS Boston before entering the doctoral program at Tufts University where she completed her dissertation, “Thomas Nashe and Early Modern Protest Literature.” In 2015 she published *Conversational Exchanges in Early Modern England (1549–1640)*. Both works demonstrate how intertextual conversation functions both as a compositional methodology and as an interpretive hermeneutic in early English literature. This early research led her to pursue questions about the development of the vernacular in the context of classical and then-contemporary rhetorical theories and the Crown policies that led to the English Reformation. She is now researching a monograph provisionally entitled *Englishing Protest Literature: Vernacular Reformation from Chaucer to Shakespeare*. Recent scholarship recognizes that much tension arose between classical rhetorical influences and the barbaric, or linguistically mixed, nature of Britain’s native tongue as the vernacular became a popular medium for communication, literary arts, and business of the state. This book joins the conversation by arguing that the crises of English vernacular invention between the mid-fourteenth and mid-seventeenth centuries respond directly to political and ecclesiastical corruption.

In addition to her collection of essays, Kristen has published numerous articles in scholarly journals or digital platforms, such as *Marlowe Studies: An Annual*, *Upstart: A Journal of English Renaissance Studies*, and *Renaissance and Reformation/Renaissance et Réforme*. She is also Project Director of the Kit Marlowe Project, www.kitmarlowe.org/about/.
Her favorite courses to teach are Shakespeare, early modern, and medieval literature courses, especially when they include a public humanities or cultural preservation component.

For leisure Kristen likes skiing, paddle boarding, hiking, and generally being outdoors.

---

**Everton Vargas da Costa, Ph.D., World Languages**

Preferred Name: Everton

Dr. da Costa earned his Ph.D. in Applied Linguistics from Federal University of Rio Grande do Sul - Porto Alegre, Brazil.

Everton’s dissertation, “Teacher’s Education Events in Portuguese as an Additional Language: The organization of practices and trajectories of participation through an interpretive study about learning how to teach,” describes and analyzes teacher education practices and trajectories of participation of teachers at the Portuguese as an Additional Language Center (Programa de Português para Estrangeiros) (PPE) in the Federal University of Rio Grande do Sul. In his research he accompanied teachers on their daily routine and observed that pre-service and in-service teacher development were hybridized in prospective and retrospective reflections, depicting the PPE’s purpose of inducting teachers into the profession. The trajectories analyzed point to two emerging identities among teachers: teacher-author and teacher-author-educator. This study seeks to contribute to the description and understanding of teacher education practices based on an ethnographic perspective, characterizing teacher education events as an authorial, local and collaborative enterprise, one that results from negotiation of meanings and the construction of personal and professional identities in dialogic encounters among teachers.

Everton has several publications including a book:


His favorite classes to teach are advanced language Spanish or Portuguese. When not teaching he is a music fan, “I listen to music almost all the time. I love to discover new bands and trends. I also enjoy reading about music.”

His favorite book is a novel first published in 1946, *The Stranger* by Albert Camus, and *Trainspotting* is his favorite movie.
Susan Donnellan, M.Ed., Education

Preferred Name: Sue/Susan

After earning her B.S. and M.Ed. from Framingham State, Sue entered the doctoral program at Northeastern University where she is currently working on her dissertation which focuses on first-year, early childhood educators’ perceptions of preparedness in classroom management. Her quantitative study of new educator preparedness is based on their pre-service preparation requirements. This study will provide the Massachusetts Department of Elementary and Secondary Education and teacher preparation programs with evidence-based research to ensure teacher candidates are prepared as classroom managers.

Her favorite class to teach is Curriculum for Young Learners. When not working, Susan’s favorite activity is reading on the beach until sunset which is perhaps where she read her favorite book Tuesdays with Morrie by Mitch Albom.

Laura Anne Hudock, Ph.D., Education

Preferred Name: Laura

Dr. Hudock earned her B.A. from Lafayette College and her M.Ed. and Ph.D. from Pennsylvania State University. Her dissertation is titled “The Picturebook Project: A Meta/Ethnographically Informed Case Study on Child Reader’s Aesthetic Responses to Metapicturebooks at an Urban Community Center.”

Laura’s elevator speech describing her dissertation: “Let’s celebrate the freedom of a picturebook's interpretive possibilities and the joyousness of elementary-aged children’s aesthetic reading experiences. In this study’s particular environment (setting, culture, tools), the mutual constitution of picturebooks that offer unique design affordances and/or metafictive devices and of children in reading transactions unleashed creative meaning potentials rather than normalized responses or interpretations located within the “four corners of the text” and exulted by the Common Core State Standards.”

She’s had a productive 2018, having edited two volumes entitled Does Nonfiction Equate Truth?: Rethinking Disciplinary Boundaries through Critical Literacy and Exploring Nonfiction Literacies: Innovative Practices in Classrooms. Additionally, she contributed chapters to each book.

Her favorite class to teach is Children’s Literature in the Elementary Classroom. Laura’s favorite non-work activity is exploring new places whether it is a new trail, farmer’s market or hidey-hole bookshop or café. And if the exploring involves road trip, that’s even better.

Her favorite book is a picturebook—Don’t Let the Pigeon Drive the Bus! Laura also enjoys the BBC/Netflix series Black Mirror, which she’s been watching recently.
**Claudia Kale, Ph.D., Biology**

Preferred Name: Claudia

Before entering a doctoral program at Vanderbilt University, Dr. Kale earned both a B.S. and a B.A. from Stonehill College. Her dissertation is titled “Completing Cytokinesis in Fission Yeast: The Role of Transcription in the Temporal Control of Septin Function.” According to Claudia, “Cytokinesis, or cell division is critical for reproduction and development of organisms. Problems with cytokinesis have been linked to developmental defects as well as cancer. It is crucial that cell division occur only at a certain time during the cell cycle. One group of proteins required for cell division in fission yeast is the septins. The septins appear at the site of cell division only at specific times during the cell cycle. If the septins localize to the site of cell division at inappropriate times, cell division follows at the incorrect time leading to cell defects. My work investigated this specific timing of septin localization. It turns out that a protein called Mid2p, which in turn is regulated by a transcription factor called Ace2p, regulates the specific timing of septin localization. My research involved determining the details of this multi-level regulatory system of septin localization as well as characterizing the regulation and function of Ace2p itself.”

Dr. Kale was lead author on an article published in the *Journal of Cell Science* and was secondary author on three other articles.

Her favorite class to teach is Cell Biology, and when not working she likes to read. Her favorite book is *The Gold Bug Variations* by Richard Powers.

---

**Megan Lehnerd, Ph.D., Food and Nutrition**

Preferred Name: Megan

Dr. Lehnerd earned both her M.S. and Ph.D. in nutrition from Tufts University. As an undergraduate she received her B.S. in public health from George Washington University.

Her dissertation is titled “Investigating Adoption and Impact of Nutrition Incentive and Farm to School Programs. In summarizing her scholarship, she wrote, “My work as a community-engaged researcher intersects nutrition, food systems, and public health. My research focuses largely on 1) creating more equitable links between farmers and consumers and 2) supporting youth in making healthy food choices inside and outside of school through the use of food literacy-focused education, food environment interventions, and incentives.”

Megan was lead author on an article published this year in the *Journal of Agriculture, Food Systems, and Community Development*, and has published three other articles with colleagues.

Her favorite class to teach is Community Nutrition, but she said she’s also looking forward to teaching Food, Culture & Society for the first time this fall.
When not working, Megan might be found hiking, gardening, or learning to play the ukulele. Her favorite movie is *Patch Adams*, starring Robin Williams.

### John Umit Palabiyik, Ph.D., M.B.A., Management and Business Information Technology

Preferred Name: John (Students like to call him Dr.π)

Dr. Palabiyik earned a B.A. in Ancient Languages and Cultures from Istanbul University. He subsequently earned his M.B.A. from DeVry University and Ph.D. in Hospitality Administration from Texas Tech University.

His dissertation, “Ethnic Restaurant Corporatization: A Case Study on Turkish Cuisine,” examines Turkish restaurants in the United States and aims to develop a corporate Turkish Restaurant model that can be successfully applied in the American food service industry. According to the National Restaurant Association, there are more than a million restaurant locations in the U.S., and they all differ with regard to their cuisine, service, price, and overall experiences. About 85 percent of US consumers prefer to go to an ethnic restaurant and try new cuisines. Compared to five years ago, 66 percent of customers eat a greater diversity of ethnic foods. Due to these increasing trends, restaurant operators should get a better understanding of what U.S. consumers expect from an ethnic restaurant and how much they are willing to accept the authenticity of an ethnic restaurant.

In addition to presenting his research at numerous conferences, Dr. Palabivik has won two national marketing awards.

His favorite classes to teach are Hotel Operations Management and Restaurant Operations Management. When not busy at work he enjoys travel, cooking, fermenting food (meat, cheese, vegetables, etc.) and adult beverages (wine & craft beer). He recently read and loved *Origin* by Dan Brown. In general, John enjoys watching documentaries and reading books about travel, history, and science.

### Kaitlyn Selman, Ph.D., Sociology

Preferred Name: Kaitlyn

Dr. Selman received a B.A. and an M.A. in Sociology, from the University of Michigan and the University of South Florida, respectively. She completed her dissertation “Punishment as Pedagogy: An Exploration of the Disciplinary Alternative School,” in Criminology at Old Dominion University. The dissertation sought to expose the disciplinary alternative school as a mechanism of the carceral state, as it worked to exacerbate and reproduce the social and economic precarity of the often-already marginalized students sentenced there.
Speaking of her current research she said, “My current research expands upon an argument I made in my dissertation conclusion—that there are people and organizations actively working to combat carceral state expansion and the oppressive conditions it necessitates through abolitionist organizing. Drawing on content analyses and in-depth interviews with youth activists in abolitionist-oriented organizations across the U.S., this project will excavate the relationship between the utopian imagination, abolition, and young people—specifically the work that is being done to alter the present conditions experienced by youth (including mass incarceration), and the work that is being done to transform the futures that they will encounter.”

Her favorite class to teach is Sociological Perspectives on Criminology.

Kaitlyn enjoys yoga. Her favorite reading material is the *MaddAddam Trilogy* by Margaret Atwood.

**Christopher Staniszewski, Ph.D., Mathematics**

Preferred Name: Chris

Dr. Staniszewski attended the University of Rhode Island for both his undergraduate and graduate education. His Ph.D. dissertation is titled “On Possible Limit Functions on a Fatou Component in non-Autonomous Iteration.” He is currently working to fine-tune his dissertation and is also working on another project that explores the connections between non-autonomous iteration and entire functions.

Chris has presented his research at several conferences. He cannot pick a favorite class that he’s taught. “I’ve enjoy aspects of every class I’ve ever taught,” he wrote.

In his free time, Chris enjoys running and playing guitar. His favorite book is *The Great Gatsby*, and his favorite movie is *The Empire Strikes Back*.

**Zahra Tohidinia, Ph.D., Marketing**

Preferred Name: Zahra

Dr. Tohidinia completed her doctoral degree at the University of Connecticut. Her dissertation, “Interpersonal Consumer Dilemmas: Ego-centric and Prosocial Manifestations,” explores consumer dilemmas and consumer morality. The dissertation examines consumer dilemmas in which social concerns compete with self-concerns, such as autonomy and principled behavior. She is also interested in word of mouth and its influence on interpersonal perceptions.

Zahra has presented her research at the Association for Consumer Research (ACR) Conference.
She enjoys teaching all marketing courses. Zahra’s her favorite leisure activity is hiking. Favorite book or movie? “I have a number of favorites I can’t possibly pick one.”

**Justin Turner, Ph.D., Sociology**

Preferred Name: Justin

Dr. Turner moved around Kentucky earning his B.A. from Eastern Kentucky University and M.S. from Western Kentucky University. He completed his dissertation, “Killing the State: The Cultural Afterlife of Edward Byrne,” in Criminology at Old Dominion University.

Justin’s current research focuses on the cultural constructions surrounding the concepts of police, security, and the state, and the ways in which police power and security manifest through the narratives of control.

His scholarship has been published in journals such as *Critical Criminology, Social Justice*, and most recently *Crime, Media, Culture*.

His favorite class to teach is Culture of Punishment.

His favorite leisure activity is hanging out with his dogs. His favorite movie is *The Burbs*, starring Tom Hanks.

**Susan C. Wheeler, M.B.A., Accounting, Economics, and Finance**

Preferred Name: Susan

Susan earned her M.B.A. from Babson College. As an undergraduate she graduated from University of Vermont with degrees in Sociology and Communication. Her current research interests are exploring how corporate social responsibility can enhance a corporation’s profits.

Professor Wheeler’s favorite class to teach is Finance, in part because she enjoys helping students to understand how money works. She has published articles on labor conditions in China, employment discrimination and corporate social responsibility.

Watching British mysteries with her college-age children and ice hockey on television are her favorite leisure activities. Her favorite movie is *Ratatouille*.

**Brian Wilson, M.F.A., Art and Music**

Preferred Name: Brian

Professor Wilson earned his M.F.A., in Studio Art from Lesley University College of Art and Design and his B.A. in Graphic Communications Design from New England
College. His thesis was titled “Seeing Without a Lens: Investigations of Abstract Photography and the Photograph as an Object.” His current work, *Landscapes Reimagined*, explores ideas of visual perception using photography and sculpture. The goal is to challenge the ways we perceive and think about the world around us. To achieve this, he uses a lens-less photographic technique to shoot landscape sites and break photography down to its simplest form – the capture of light.

Linear and geometric patterns typically help the mind to focus and identify familiar objects; their absence in this work creates a seemingly nebulous image until he reintroduces the missing forms through sculpture. Once these sculptural elements have been re-applied, the familiar identifiers and boundaries are re-established. The landscapes are re-imagined. This work explores the ways in which our eyes function in close relationship with our brain and how this symbiotic relationship determines the way we process and see images. The work also explores the ways that resulting images can vary significantly if we alter or remove any part of the visual data in a landscape. Since 2013 Brian has had 15 exhibitions of his work. His most recent exhibits include: Emerge, Boston City Hall, Boston, MA, 2018, Environmental Textures, Boston Convention Center, Boston, MA, 2018, and Finalist Boston Sculpture Gallery: for new Members Boston, MA, 2017 and 2018. He has published in numerous outlets including *Architectural Digest*, *CDW State Tech Chronicle of Higher Education*, *National Science Foundation*, *New Jersey Countryside*, *New York Times*, and *Oprah Magazine*.

His favorite class to teach is Introduction to Studio and Environmental Lighting. In his free time Brian like to work in his studio, fish, hike and relax at the beach.

---

**Yaying Chou Yeh, D.B.A., Accounting, Economics, and Finance**

Preferred Name: Yaying or Mary

Yaying Chou Yeh, D.B.A., Accounting, Economics, and Finance

Preferred Name: Yaying or Mary

Dr. Yeh earned her D.B.A. from Nova Southeastern University. Her research focus has been on financial reporting quality, international financial reporting standards and auditing. She has numerous publications in journals such as *Journal of Business Research*, *Total Quality Management* and *Business Excellence, Emerging Markets Finance and Trade*. Her recent articles were accepted in *Asia Pacific Journal of Accounting and Economics (2017)*, *Asian Journal of Finance and Accounting (2017)* and *NTU Management Journal (2018)*.

Yaying’s favorite classes to teach are Financial Accounting and Managerial Accounting. When not working she enjoys gardening and exploring new things.
<table>
<thead>
<tr>
<th>Goals</th>
<th>Metrics</th>
<th>Initiative</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.3</td>
<td>1.12</td>
<td>Develop and implement a revised Academic First-Year Experience based on recommendations from and engagement with the full university community.</td>
</tr>
<tr>
<td>1.5</td>
<td>1.7</td>
<td>Develop and implement World of Work Center.</td>
</tr>
<tr>
<td>1.6</td>
<td>8.5</td>
<td>Grow collaborations with sister schools in MA, MassBay, international partners, and other colleges and universities (find ways of enhancing efficiencies using shared video-classrooms, pre-program articulations, etc.).</td>
</tr>
<tr>
<td>1.10</td>
<td>1.2, 1.5, 1.6</td>
<td>Increase student success (retention, graduation rate, progression metrics).</td>
</tr>
<tr>
<td>2.1</td>
<td>2.1</td>
<td>Develop a Center for Civic Engagement to foster development of courses and pedagogies that integrate civic learning and engagement. Apply for Carnegie Community Engagement Classification status in 2020. (Metrics 2.1).</td>
</tr>
<tr>
<td>2.2</td>
<td>2.2</td>
<td>Infusing our motto “Live to the Truth” in all aspects of university life; from orientation and on-boarding, through day-to-day activities, to graduation and the first-year experience (First-Year Project).</td>
</tr>
<tr>
<td>3.4</td>
<td>3.5</td>
<td>STEM Scholars Program – maintain and expand to support students’ needs.</td>
</tr>
<tr>
<td>3.8</td>
<td>3.6</td>
<td>Create the policy structure for Guided Pathways (Complete College America) with meta-majors policy and other necessary changes.</td>
</tr>
<tr>
<td>3.10</td>
<td>3.5</td>
<td>Support co-requisite remediation including the Math Emporium and Writers Workshop.</td>
</tr>
<tr>
<td>4.5</td>
<td>4.5</td>
<td>Hire one Mary Miles Bibb Fellow per year in areas of need, and consider increasing TT lines for potential Bibb Fellow conversions, maintaining total FT faculty counts.</td>
</tr>
<tr>
<td>4.6</td>
<td>4.7</td>
<td>Recruit second semester freshmen from underrepresented groups into the Honors Program.</td>
</tr>
<tr>
<td>4.10</td>
<td>4.5</td>
<td>Increase the faculty and staff of color hires by X%</td>
</tr>
<tr>
<td>5.1</td>
<td>5.1</td>
<td>Continue to update policies, procedures and practices that impact student success on campus, such as change of major signatures, midterm warnings, review of block scheduling, expansion of two credit courses, etc.</td>
</tr>
<tr>
<td>5.9</td>
<td>5.2</td>
<td>Create new Adult Student Learning Center</td>
</tr>
<tr>
<td>6.1</td>
<td>6.3</td>
<td>Make necessary changes to enhance the impact of Starfish (policies, offices involved, mobile device enhancements, etc).</td>
</tr>
<tr>
<td>6.5</td>
<td>6.5</td>
<td>Obtain Qualtrics account for whole university (funded via Academic Affairs Trust Fund).</td>
</tr>
<tr>
<td>7.2</td>
<td>7.2</td>
<td>Updates to department websites to include videos, internship placements, scholarships and student activities.</td>
</tr>
<tr>
<td>8.1</td>
<td>8.3</td>
<td>Develop small FSU storefronts for classes, talks and pop-ups at Natick Mall, Downtown Framingham (involve the Entrepreneur Innovation Center).</td>
</tr>
<tr>
<td>8.4</td>
<td>8.2</td>
<td>Continue to expand programming of the Entrepreneur Innovation Center.</td>
</tr>
<tr>
<td>8.6</td>
<td>8.3, 8.6</td>
<td>Add Industry Advisory Boards for new programs (examples, World of Work, Hospitality Management, Child &amp; Family Studies, and others) and serve on boards in the community.</td>
</tr>
</tbody>
</table>
Building the Office of Grants and Sponsored Programs: Eight Years of Growth and Change (FY 2010-FY 2018)

Linda Vaden-Goad, Ph.D., Provost
August 22, 2018

FY 2010

Processes: The Office of Grants and Sponsored Programs (OGSP) was formed at Framingham State University (then, College) in September 2009. It was housed in the Office of Development and Alumni Relations. The new Associate Director hired was Mr. Jonathan Lee. Mr. Lee had worked at Brandeis University as an Associate Director of Corporate and Foundation Relations (2000-2008) and at Children’s Hospital Boston as Senior Foundations Relations Officer (2008-2009). He received an A. B., cum laude, from Harvard College in Government (1995).

During FY 2010, Framingham State charged OSGP, according to Mr. Lee, with garnering funds for academic and programmatic purposes primarily from independent foundations and corporate foundations. In addition, OSGP was intended to be involved with the development of selected federal and state grant applications.

Outcomes: In FY 2010, OSGP raised $778,567 in total funds. Thirty-six percent of this total ($278,576) was private and sixty-four percent of this total ($500,000) was federal. During the time period, OGSP submitted ten proposals. Six were accepted and four were denied. The hit-rate, therefore, was 60%.

FY 2011

Processes: This is the second year that the OGSP was part of the university and reporting to Development & Alumni Relations. Jonathan Lee continued as the Associate Director.

Outcomes: He raised $393,331 in total funds. Forty-eight percent of this total ($189,405) was private and 38% ($150,390) was federal. Fourteen percent was state ($53,536). During that time period, 23 proposals were submitted, and 14 were accepted (9 denied). The hit-rate was 61% (approximately the same as the prior year).

FY 2012 – First Year in Academic Affairs

Processes: In this third year of the OGSP September 2012, Jonathan Lee was promoted to the position of Director of Grants and Sponsored Programs. During this same year, Mr. Lee transitioned to the Division of Academic Affairs. Both the President and Provost were interested in developing the federal support component of the OGSP portfolio. Also, there was an interest in OGSP’s broadening and deepening the engagement with faculty more and assisting them in gaining support for their work and collaborative work with students.
This also is the year that Ms. Patricia Bossange was hired into the position of Development Officer, Corporate and Foundation Relations. At that time, she was responsible for developing institutional relationships between FSU and foundations, independent and corporate, in the MetroWest region, in the Commonwealth and nation-wide. Her primary function was to increase the annual amount of funds garnered from these entities.

This was the year we submitted and were awarded our first Department of Education ESL/Teachers grant for $1,680,000 (5 years).

In November 2011, Jonathan and I (Linda Vaden-Goad) began to meet once a week. It is my practice when directors are new to my division that we meet weekly for a while and ultimately shift to once every two weeks or more. Weekly meetings are valuable in the beginning as we can begin to know each other and share, discuss and plan for both the technical pieces of the next steps in addition to annual goals and aspirations. There were some initial practical issues such as (1) moving the website, (2) creating new forms such as internal routing forms and new kinds of contact reports, and (3) getting the word out that all grants now needed to go through OGSP (that was not happening).

The office was newly re-organized, as Patti Bossange and a new student intern to work on project development were added. Jonathan also wanted to work on important aspects of the post-award process. Further, Jonathan needed to support the Institutional Review Board (IRB), which was relatively new at FSU and needed support from his office to prosper. Polices and protocols for grants administration needed to be established.

I wanted to rework what we had come to call the “Pipeline Report,” so that the information presented about each submitted grant was informative to all readers of the document (what was the purpose of the grant, for example). The document also needed to be useful as a continuing record of what was happening (dates, amount of request, amount granted). This document was reworked twice that year. The former reporting documents were quite good, but they were somewhat more appropriate for donors and foundations, so we made them into a better fit for OGSP. By 3/14/12, we had a new form.

That year, we also led some important initiatives from OGSP that brought people together for the new Arts & Ideas series. We wanted to highlight the kinds of research opportunities for faculty and student interns at Natick Labs. For this purpose, Jonathan orchestrated a talk by Natick Labs employees (a panel of alumni from each of the directorates and the HR director) so students, faculty and staff could hear more about the kinds of work that happens there. He also set it up so that students could share resumes with Natick Labs HR Director (who was present and ready to talk with students). The following day, Jonathan took an interested group over to Natick Labs so all could get a better sense of the exciting research that happens “down the street.”

We also knew we needed to hire a post-awards contractor (18 hrs./wk.) to monitor compliance, spending, payroll, IT, business office and academic issues. The business office suggested the
need due to the additional activity in OGSP. We also needed to establish requirements and guidelines for private, state-level and federal-level grantors. Jonathan Lee hired our first contractor for post-award purposes in OGSP, Ms. Brenda Slaney.

**Outcomes:** I am pleased to say that in FY 2012, OGSP raised **$2,640,674.74** in total funds. Seven percent of the total ($194,640) was private, 64% ($1,694,000) was federal, and 28% ($749,034.74) was state. During this time period, 32 proposals were submitted, 20 were accepted, and 12 were denied, for a hit-rate of 63%. Among the interesting comparisons is this point that regardless of the year and number of proposals submitted, the hit-rate each year has been between 60-63%. For this first year in Academic Affairs, we had a 39% growth in proposals, a 41% growth in principal investigators, a 23% increase in funds requested, and a 246% increase in funds awarded. These four data points are metrics we created in the spring 2015 when we were working to create benchmarking strategies to mark our progress. I will explain that better under the progress of that year.

**FY 2013**

**Processes:** It was in FY 2013 that Jonathan and I began to meet every two weeks. I had asked Jonathan to look for conferences and trainings for himself, his growing staff, and for the faculty here at the university. One area of need that was high was establishing some training for PIs. Other issues under discussion related to our need for a Time & Effort Policy that was a better fit with the faculty contract language. We also needed better processes to help faculty plan for and spend their grant budgets. With regard to making IRB processes more efficient, Jonathan moved the IRB website to the cloud.

We also wanted to move in the direction of more opportunities with Fulbright and the greater community – generally opening up the opportunity structure for students, faculty and staff in the university and MetroWest community. Jonathan began making contacts with Fulbright (Alma Ford, our Program Officer), going to Fulbright conferences, and getting to know them by name and function. We later discussed adding a new Fulbright opportunity – the Scholar-in-Residence (we worked together with Fulbright, Ira Silver (Soc) and Jane Decatur (Int)). In April 2013, we had a conference call with Fulbright to discuss the Scholar-In-Residence (SIR program), as we now had a visiting professor’s apartment in Foster Hall. We were ready for a visiting scholar to enrich the university community.

We also discussed the idea of seeking grant writing contractors on occasion if we had a need for additional help (a Research Associate). One other change was made to the pipeline report, adding a larger description of the grant itself, and the amount requested and awarded in columns of their own.

In July 2013, we completed a process of determining a systematic method of allocating the indirect costs recovered from grants (ICR) and discussed how to use the ICR to stimulate and support faculty, staff and students’ grant writing. On July 25, 2013, we signed an agreement to allocate the ICR as directed in the new policy (Dale Hamel, Linda Vaden-Goad, Rachel Trant and Jonathan Lee), and to meet each August to discuss the year’s outcomes re ICR. The
allocation proportions were as follows: (1) General Institution (Administration, Finance and Technology) 20% of total IC; (2) Academic Affairs, 20%; (3) PI’s Academic Department, 30%, and (4) Other, OGSP, 30% (so Jonathan could use the funds to build opportunities and training for others such as sending faculty and staff to NSF trainings, etc. This also was the year of a new Time & Effort Reporting Form, a new Disclosure Form, and an improved Internal Routing Form.

**Outcomes:** In FY 2013, OGSP submitted 32 proposals (same as year before), engaged 25 PIs (+4%), requested $2,191,514 (-3%), and were awarded $1,136,425.30 (-16%). The hit-rate was 50%.

**FY 2014**

**Processes:** In September 2013, Jane Decatur wrote a letter to Fulbright to request that FSU become part of the Council for International Exchange Scholars (CIES), and the proposal written by Dr. Kaan Agartan (Soc) and Patti Bossange was submitted to request someone from the Middle East. We also hired a new post-award contractor, Traci Walkup (Nov. 5, 2013), again for 18 hours per week. It was becoming difficult to hold onto skilled post-award people when we were unable to hire at a full-time rate. On February 14, 2014, FSU was awarded our first Fulbright SIR! OGSP began work on a grant to fund the Assessment Multi-State Collaborative (Ellen Zimmerman and Mark Nicholas). Our IRB was approached that year by Harvard and MIT who wanted to do work here at FSU (successful) and the FS2 Food Study began. Our first contact letter from the Smithsonian arrived on June 30, 2014 (Jonathan’s letter to them was dated June 24, 2014). They were ready to meet. Jonathan and his team had regular annual retreats at the Wellesley Free Library (7/2/14) where they discussed the year and upcoming year’s goals: new funders, relationship-building, new documents and protocols (Time & Effort, Sub-Recipients Proposals). To the reporting form, new columns and sections were added: Awarded, Pending and percent differences to prior year.

**Outcomes:** In FY 2014, we submitted 36 proposals (+13%), had 29 PIs (+16%), requested $5,534,111.20 (+153%) and were awarded $4,468,863.51 (+293%). This was a year that we received $3M in Life Science funding. The hit-rate was 39%, however, in terms of the percent of funds awarded to funding proposed, our dollar hit-rate was 81%.

**FY 2015**

**Processes:** Fulbright Activity: Our goal always was to have someone utilizing an out-going Fulbright Scholar’s opportunity. FSU’s Audrey Kali submitted a proposal to go to the University of Malawi during the 2015-2016 academic year (which she did receive). And we invited the Fulbright organization to come speak to faculty, not only in our university but in others nearby. We held a community lunch and invited scholars from other area universities and colleges, and also scholars who are not affiliated with an institution. It was a very successful event.
FY 2015 was the year that the new full-time post-award compliance officer was hired who would take on the work of the former 18-hour contractor and also take on new responsibilities such as to monitor due dates, track all proposals, attend meetings, administer the IRB and manage payroll information regarding grant coordination. Part-time contractor Sherri Goldman moved to the full-time position: half-time for post-awards for OGSP and half-time for the Business Office. Funds from BCH paid for the additional support (March 23, 2015).

There also was a new policy designed to protect the faculty and university from involvement in grants that would disallow faculty the freedom to disclose research outcomes or sponsors (based on a University of Michigan Regents Policy, with permission). Jonathan synchronized more clearly our Time & Effort Policy with the faculty contract.

Our final Proposal to Smithsonian was submitted. April Ferrerra (OGSP contractor) completed the Smithsonian Affiliation Application. April also was working on issues related to the Indirect Cost Rate. December 19, 2014: Smithsonian received our application and informed us that we likely would hear by January 5, 2015.

In wanting to further our confidence in the kinds of growth benchmarking we were hoping to do, Jonathan met with a former colleague to discuss the new benchmarks idea and metrics (March 20, 2015). The initial ideas were: (1) # PIs/PDs; (2) Funds Requested; (3) Funds Awarded; (4) 2% Growth in Faculty Involved (the idea was that we always wanted to bring new faculty in each year). Jonathan also re-affirmed our university’s internal agreement regarding the percent allocation of ICR (Oct. 2, 2014).

Linda Vaden-Goad took the Time & Effort Policy to the Employee Relations Committee (ERC) for a review (April 10, 2015). The other universities were given the document to review.

**Outcomes:** in FY 2015, OGSP submitted 41 proposals (+14%), worked with 30 PIs (+3.4%), requested in funding $3,592,922.34 (-35% from previous year), and were awarded $1,845,766.34 (-58.7%). The significant change downward in this year as compared to prior year analysis is the large Mass Life Science grant awarded the previous year. Were we to compare these FY 2015 numbers to the previous year and not count the life science grant, the FY 2015 year would have been a success in all categories. For example, funds requested would have shown an increase of +42% more than the previous year, and an increase in awarded funds by +26%. It was this type of analysis and outcome (when there was a large grant received in lump sum) that Jonathan and I felt the need to create a benchmark for each metric that was based on an averaging of the past 3 or 4 years. FY 2015 had been a very successful year by comparison to the previous year, but it required this secondary analysis to be able to see it. For the purposes of evaluating the efforts of the office and university, the new benchmarking strategy is important to develop. The hit-rate was 28%, however, our dollar hit-rate of funds awarded to funds proposed, it was 48%.

**FY 2016**
**Processes:** Summer 2015: Plans for an OGSP Booklet and new website elements were in the works. We wanted all policies and forms to be easily located and used. Fall 2015/16: Website and forms were streamlined (such as the Internal Routing Form, New Compliance Reporting Document). Also, new at the university was the College Planning Center (a collaboration between FSU and MassBay Community College). With regard to Fulbright Out-Going Scholars, Dr. Shin Freedman, Library, took a Fulbright to China for a year. She was our first librarian to be awarded a Fulbright Scholars Award. We also worked on our next Fulbright SIR (this one to go to Food Science (in Chemistry).

This also was the year we celebrated our Smithsonian Affiliation – it was planned to coincide with the Baseball Collecting Event (2/15/16, Millie Gonzalez and the Smithsonian), and Irene Porro, Colleen Previte, Bonnie Mitchell, and Millie Gonzalez (plus Jonathan and I) worked together to plan the celebration. Following the collecting event, the ceremony to celebrate the Smithsonian Affiliation was held in the McAuliffe Center and artifacts from the Christa McAuliffe Archive and the Archive of the First Public Normal School were displayed.

To the Pipeline Reporting Form, a new column was added for ICR per funded grant so we all could have a better and more public sense of how the ICR funding was happening. In Spring 2016, Jonathan and I stretched meetings to every 3 weeks. By this point in the OGSP’s office organization, there were regular student interns (2), Jonathan Lee (1 FTE), Patricia Bossange (1 FTE), Sandi Goldman (.5 FTE or more as needed, as she was 1 FTE in the university/business office), and a .2FTE shared administrative assistant (1 day per week). The sense of how the office was to operate and interact with faculty, staff and students was moving ahead well.

**Outcomes:** For FY 2016, 46 proposals were submitted (same as the year before), there were 54 PIs (+74%), $7,938,404.92 funds were requested (+121%) and $3,677,755.57 funds were awarded (+85%). This increase in the number of PIs shows an increase in collaboration – the direction we are hoping to see. We want to see more PIs than proposals where possible. The hit-rate was 52%.

**FY 2017**

**Processes:** OGSP has designed a new Fulbright Website Page (it lists all nine FSU Fulbright Scholars, where and when they went). We also wanted to add a website map that shows the locations of our Fulbright Scholars appointments. Jonathan and I also discussed an addition to our Fulbright opportunities at FSU by assisting students, more each year, to apply for Fulbright opportunities. Student Carla Hauck was supported in her application for Fulbright U.S. Student Program (mid-October we would hear) by Jonathan Lee and her advisor, Dr. Evelyn Perry.

**Outcomes:** For FY 2017, there were 38 proposals submitted (-17%) with 39 PIs (-28%), $6,351,758.65 funds were requested (-20%) and $3,677,755.57 were awarded (+8%). The hit-rate was 74%.

**FY 2018**
Processes: In Summer 2017, I had asked Jonathan to look into Gates Foundation interest in workforce preparation for the purpose of preparing to contact them regarding the World of Work. Heather Hiles is the primary Gates contact (LVG had met her at an AASCU conference). Jonathan had attended a Fulbright Program Advisor training program in Vermont (submitted his “take-aways” which always are helpful records of what he learned). He also wanted to bring on a secondary Fulbright Program Advisor position – we have done so, and she now is managing the program. In October, we did hear that our student did not get selected. But we will try each year and bring in a full Fulbright Advisory Group of past faculty Fulbright Scholars to assist the students and faculty.

In the Spring 2018, Jonathan created a new shared drive for OGSP with new filing systems. JL conducted prospect research for library funding. Also, JL was involved in the interview process for the .2FTE administrative assistant. Regular submissions for grants and sponsored programs and cultivation in Corporate and Foundation relations were ongoing. Jonathan was meeting with new faculty to understand their research interests and areas so they could be matched up with opportunities as they came across his desk. Finally, each year, FSU submits for NEH summer stipends for faculty, and JL oversees the process that largely is managed by faculty and academic administrative help. He was working on researching Bridge Projects due to the campus interest.

Outcomes: For FY 2018, there were 39 proposals submitted (+3%), 47 PIs (+21%), $4,730,164.20 funds requested (-26%) and $1,231,181.08 (-67%). The hit-rate was 51%. Jonathan’s last day on the job was February 2, 2018. A national search was held for his replacement; Patricia Bossange was hired as Director.

Summary. Overall, in thinking about the years since FY 2012 when OGSP moved to Academic Affairs, the opportunity structure for the whole university community changed dramatically in response to changes made in OGSP. Below are some of the overall changes that stand out.

1. All grants and sponsored programs go through OGSP. That was not true before. Individuals submitted grants from their divisions which did not assure that all proposals were in the kind of condition that we could accept them, manage them, or assure quality or compliance.

2. All faculty, staff and students across the university who seek to make proposals receive support. Before, it was more difficult to find support in the university for grants and sponsored programs that were good fits with collaborative partners and individuals’ needs. Now, especially if people follow the guidelines and timelines, there will be help and other readers and people to assist with budgets and planning.

3. There are more opportunities for all. With the new Fulbright programs and Smithsonian fellowships, the opportunities for faculty, staff and students have grown. Trainings are offered (both in-house and from the outside institutions themselves) and those with experience in one of the areas also can be called in to assist with application preparations.

4. There is a comprehensive website. Now there is a comprehensive website that posts policies, forms, opportunities and opportunities for collaboration, timelines for opportunities, links to granting agencies, and more.
5. There is more federal funding and related opportunities. OGSP now is better staffed and trained to support faculty, staff, students and other collaborative partners in acquiring federal grants, sponsored programs, and fellowships.

6. OGSP has meaningful pipeline documents that are useful to those interested in acquiring funding or understanding the funding we have. Over the years, we have expanded the nature of information that is readily available to the public and trustees. We continue to enhance OGSP’s records documents such that they are useful for a number of varying purposes.

7. The staffing covers the primary areas of need and knows how to seek help from the outside when necessary. OGSP is able to assist proposers with each phase of their work, from making contact with agencies (and hopefully already having relationships with individuals in funding agencies or institutions), to writing proposals, building budgets, timelines and post-award needs related to compliance, spending and planning. When there is need for additional assistance, we have created a cost-effective process of seeking contractors to help (that is what some of the ICR funding in OGSP is used to afford). There is a growing need for additional expertise in the sciences and in administrative support, however, some of that will occur this year as we hire an Associate Director.

8. The Institutional Review Board (IRB) is stable and able to provide support for faculty and students. This has been one of the big achievements of OGSP. Jonathan provided support for the IRB and has assured that they had the support of others if he was unable to fulfill the primary support role.

9. Training for faculty and staff is regularized and available. Now, if faculty are interested in Fulbright opportunities, for example, there are connections and knowledgeable assistance. Further, as we move toward more support and programming for students, there is a plan to offer more support for them and more opportunities as they move through their undergraduate and graduate programs.

10. We are building a more scholarly community. As we have moved through the last 10 years, we have grown our scholarly community. There is more collaboration across institutions in assessment, college planning, college readiness, lifelong learning, nursing, science education, dual enrollment programs, programs in and study of the humanities, food study opportunities for our the health of our expanding community and for ancillary studies for our own faculty, staff and students, more equipment that was needed to fully-realize the opportunities that are here, new programs to help our students succeed in their educations in more expedient ways, funding to assist with diverse scholars and student support needs that are growing in number and type, funding to support archeological work that includes students, more start-up funding for engaged entrepreneurs, new funding for students interested in learning about philanthropy, more support for performance incentive funds, funding to support the campus police and career services’ needs as we prepare more students for the workforce, funding to support mentoring programs, more scientific work occurring in food science in collaboration with Natick Labs, more assistance in preparing ESL expertise in teachers, more furnishing that allow for collaborative teaching, more support for scientists who study biodiversity, wildlife environments, nursing practices and nutrition education for school practitioners.
Associated with this report is a table and several figures that show trends in success for the university and OGSP. I invite you to review and reflect on them and provide your feedback and thoughts on how we might continue to diversify our support and amplify our success in furthering the mission and goals of our university’s strategic plan. Thank you especially to Mr. Jonathan Lee, our past Director of OGSP, Patricia Bossange, our new Director and past Associate Director, other staff and contractors in OGSP, and those who have served or been early benefactors of OGSP. OGSP continues expand its ability to serve FSU and the greater collaborative community. We could do a great deal more with further investment in OGSP personnel, as the capacity of our faculty, staff, students and community is able and willing. This is a clear goal of ours to grow the size and depth of our OGSP staff so that we are better able to assist in the ways that are necessary to exercise that capacity. Our growth in getting to this point is striking and our future is bright.
### Table 1: OFFICE OF GRANTS & SPONSORED PROGRAMS

#### Moved to Academic Affairs

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Proposals submitted:</td>
<td>10</td>
<td>23</td>
<td>32</td>
<td>32</td>
<td>36</td>
<td>46</td>
<td>46</td>
<td>38</td>
<td>39</td>
</tr>
<tr>
<td>Proposals awarded:</td>
<td>6</td>
<td>14</td>
<td>20</td>
<td>16</td>
<td>14</td>
<td>22</td>
<td>24</td>
<td>28</td>
<td>20</td>
</tr>
<tr>
<td>Principal Investigators:</td>
<td>10</td>
<td>17</td>
<td>24</td>
<td>25</td>
<td>29</td>
<td>31</td>
<td>54</td>
<td>39</td>
<td>47</td>
</tr>
<tr>
<td>Funds requested:</td>
<td>$926,963</td>
<td>$1,842,328</td>
<td>$2,264,115</td>
<td>$5,534,111</td>
<td>$7,938,404</td>
<td>$6,351,758</td>
<td>$4,730,164</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Funds awarded:</td>
<td>$778,576</td>
<td>$393,331</td>
<td>$1,360,674</td>
<td>$4,468,863</td>
<td>$1,845,766</td>
<td>$3,407,557</td>
<td>$1,231,181</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage changes:</td>
<td>N/A</td>
<td>130%</td>
<td>39%</td>
<td>0%</td>
<td>13%</td>
<td>28%</td>
<td>0%</td>
<td>-17%</td>
<td>3%</td>
</tr>
<tr>
<td>Awarded Hit-Rate (#):</td>
<td>60%</td>
<td>61%</td>
<td>63%</td>
<td>50%</td>
<td>39%</td>
<td>48%</td>
<td>52%</td>
<td>74%</td>
<td>51%</td>
</tr>
<tr>
<td>Awarded vs Submitted ($)</td>
<td>84%</td>
<td>21%</td>
<td>60%</td>
<td>52%</td>
<td>81%</td>
<td>51%</td>
<td>43%</td>
<td>58%</td>
<td>26%</td>
</tr>
<tr>
<td>Award Comparison</td>
<td>N/A</td>
<td>1%</td>
<td>2%</td>
<td>-13%</td>
<td>-11%</td>
<td>9%</td>
<td>4%</td>
<td>22%</td>
<td>-22%</td>
</tr>
<tr>
<td>Principal Investigators:</td>
<td>N/A</td>
<td>70%</td>
<td>41%</td>
<td>4%</td>
<td>16%</td>
<td>7.00%</td>
<td>74%</td>
<td>-28%</td>
<td>21%</td>
</tr>
<tr>
<td>Funds requested:</td>
<td>N/A</td>
<td>99%</td>
<td>23%</td>
<td>-3%</td>
<td>153%</td>
<td>-35%</td>
<td>121%</td>
<td>-20%</td>
<td>-26%</td>
</tr>
<tr>
<td>Funds awarded:</td>
<td>N/A</td>
<td>-49%</td>
<td>246%</td>
<td>-16%</td>
<td>293%</td>
<td>-57.00%</td>
<td>85%</td>
<td>8%</td>
<td>-67%</td>
</tr>
</tbody>
</table>

#### NOTES:

- FY 2018: HHMI grant award of $1,000,000.00 to be administered in 5 equal payments of $200,000.00 beginning 9/1/18. Final payment to be delivered 9/1/2022.
- FY 2014: Mass Life Science award of $3,000,000 was granted in a lump sum.

### Comparative Data

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Prop. Sub.</td>
<td>10</td>
<td>23</td>
<td>32</td>
<td>32</td>
<td>36</td>
<td>46</td>
<td>46</td>
<td>38</td>
</tr>
<tr>
<td>Prop. Award</td>
<td>6</td>
<td>14</td>
<td>20</td>
<td>16</td>
<td>14</td>
<td>22</td>
<td>24</td>
<td>28</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Award Hit-Rate (#)</td>
<td>60%</td>
<td>61%</td>
<td>63%</td>
<td>50%</td>
<td>39%</td>
<td>48%</td>
<td>52%</td>
<td>74%</td>
</tr>
<tr>
<td>Funds Awarded (%)</td>
<td>84%</td>
<td>21%</td>
<td>60%</td>
<td>52%</td>
<td>81%</td>
<td>51%</td>
<td>43%</td>
<td>58%</td>
</tr>
</tbody>
</table>
Figure 1: Proposals Submitted by Academic Year: FY 2010-2018

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Proposals submitted</td>
<td>10</td>
<td>23</td>
<td>32</td>
<td>32</td>
<td>36</td>
<td>46</td>
<td>46</td>
<td>38</td>
<td>39</td>
</tr>
</tbody>
</table>
### Figure 2: Funds Requested and Awarded - FY 2010-FY 2018

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Funds requested:</strong></td>
<td>$926,963.</td>
<td>$1,842,32</td>
<td>$2,264,11</td>
<td>$2,191,51</td>
<td>$5,534,11</td>
<td>$3,592,92</td>
<td>$7,938,40</td>
<td>$6,351,75</td>
<td>$4,730,16</td>
</tr>
<tr>
<td><strong>Funds awarded:</strong></td>
<td>$778,576.</td>
<td>$393,331</td>
<td>$1,360,67</td>
<td>$1,136,42</td>
<td>$4,468,86</td>
<td>$1,845,76</td>
<td>$3,407,55</td>
<td>$3,677,75</td>
<td>$1,231,18</td>
</tr>
</tbody>
</table>
Figure 3: Award Hit-Rate

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Award Hit-Rate (#)</td>
<td>60%</td>
<td>61%</td>
<td>63%</td>
<td>50%</td>
<td>39%</td>
<td>48%</td>
<td>52%</td>
<td>74%</td>
<td>51%</td>
</tr>
</tbody>
</table>
Continuing Education:
Scott Greenberg

- The Danforth Art School at FSU held a highly successful Summer Arts Program for children and high school students. The theme, “Around the World,” featured nine weekly sessions with 377 registrations. Family members and friends enjoyed exhibits of the students’ works every Friday afternoon throughout the summer.

- Our summer 2018 undergraduate numbers were slightly higher than summer 2017 with 1,650 course registrations. 125 undergraduate courses were offered: 82 were offered entirely online, 11 in a hybrid format, and 32 were held in the classroom.

- 2018-2019 Mathematics Education PD Workshop Series is a series of fall professional development workshops led by Professor Mahesh Sharma to provide innovative strategies, understanding, and pedagogies that can help educators and administrators teach better math skills.

- The partnership between FSU and the Framingham Public Library enters its 8th year with this Fall’s Adventures in Lifelong Learning Program and the weekly Lifelong Lecture Series.

- In July, Scott Greenberg represented FSU at the Hispanic Educational Technology Services Board Meeting in NYC. Also in July, Scott attended the AASCU Conference in Seattle and participated on a panel discussion of adult students.

Graduate Studies:
Yaser Najjar

- Graduate Marketing Plan. The graduate and continuing education marketing committee met on 8/20/2018 and put together a marketing plan for the coming academic year 2018/19. Representatives from Buyer Advertising Colleen and Elyse join the group. Two suggestions were recommended: 1) We take advantage of the Jumbo Tron at the DCU Center and run our program videos and commercial prior to the start of the undergraduate and graduate commencements ceremony; and 2) Sports Arena advertising at affordable sports venues – ice skating rinks, etc.

- Alfredo Rojas, a Master student in the PSM in Biotechnology Program Received the ISPE Boston Area Chapter Scholarship Foundation Scholarship Award in August 15, 2018. The Scholarship Foundation was established in 2017 as the Chapter’s charitable giving arm and administers the Joel Goldenberg Memorial Scholarship Program begun by the Chapter in 2011 to nurture the region’s brightest talent.

- Yaser Najjar, Dean of Graduate Studies, attended the 34th Annual Conference on Distance Teaching and Learning in Madison, Wisconsin on August 7-9, 2018. The conference was organized by the University of Wisconsin and was attended by 740 educators from different states and seven other countries. I walked out with several important lessons that FSU can adopt in order to enhance our online offerings.

- Graduation Ceremony in June 18, 2018 at the John F. Kennedy, The American School of Queretaro, Mexico. Dr. Najjar hooded and addressed the graduating class: 16 students earned the Master of Arts Degree with a Concentration in Educational Leadership. This cohort started in the Fall of 2015 and completed the last program course this past Spring 2018. Prior to this current cohort, this location had hosted the Master of Education Degree Program with a Concentration in International Teaching from 1996-2005. Also offered during this time period was the Master of Arts Degree in Educational Leadership. One of the graduates from this program, Mirtha Stappung, went on to become the school director for many years. When she retired, Mr. Adrian Leece became the General Director. Mr. Leece is also a graduate of Framingham State University, earning his M.A. Degree in Educational Leadership in 2004.
New Fully Online Contractual program. The Overseas of Teachers Union/GIFT and FSU signed a memorandum of agreement to provide the opportunity for teachers registered with GIFT to complete online four FSU graduate courses in Instructional Technology. Two courses will be offered Fall 2018 and the other two will be offered on Spring 2019.

Library:
Bonnie Mitchell

- Hired Student Success and Assessment Librarian who contributed to the Library’s summer retreat focused on partnering with CASA to provide research services to first year and first-generation students. Her participation in a facilitated Library assessment workshop lead to a proposed information literacy pilot project with a Biology class and plans for student feedback initiatives.
- Updated the Library website and installed a new one search box Discovery Service (Ram Search) and 23 video tutorials created by Communication Arts student intern.
- Created an essay contest in collaboration with the Framingham Public School system’s summer reading program and the Swiacki Children’s Literature Festival.

College of Arts & Humanities:
Marc Cote

- $20K Scholarship Grant from the Jacobs Foundation- The Department of Art and Music will receive $20,000 from the Jacobs Foundation for AY 2018-19 scholarships that will be awarded to students concentrating in Graphic Design.
- FSU Foundation Mini-Grant- The FSU Foundation’s Mini-Grant Committee voted to fund Art and Music Department professor Dr. Yumi Park’s proposal for 2018-2019, for infrastructure resources for a donated collection of African art and artifacts. The grant is for $2,922 (the full proposed amount).
- Sculpture Award- A sculptural vessel by Dr. Derrick Te Paske (Communication Arts Department) was chosen as one of three “best in show” pieces at this year’s MEMBERS BIENNIAL of the Fuller Craft Museum (Brockton), April to October. As a result, he has been invited to speak at the Museum’s Members Create: Celebrate! event on September 15. Additionally, two pieces by Te Paske will be part of the New England Sculptors Association exhibit Sculpture RULES! at the IMAGO Gallery in Warren, RI (October 18 to November 18).
- Mt. Ida Teach-Out at FSU- The Department of Communication Arts has been approved to facilitate the teach-out of the Commercial Photography program for those students displaced by the abrupt closure of Mt. Ida. FSU has hired Professor Brian Wilson, formerly of Mt. Ida, as a Full-time temp to assist in the teach-out.
- Athletic Prowess in the Humanities!- Department of English professor Dr. Alexander Hartwiger’s team, Boneyard, won the World Masters Ultimate Club Championship, held in Winnipeg, Canada between July 29 and August 4. Boneyard competed against 20 other teams from around the world.

College of Business:
Susan Dargan

- Department of Accounting, Economics, and Finance:
○ Dr. Luis Rosero
  ■ co-authored a paper, “Multilateral Development Banks as Conduits for South-South Cooperation,” published this past May in the *Journal of Global South Studies*.
  ■ served as co-editor for *Real World Macro, 35th edition* – a supplementary Macroeconomics textbook.

**College of Education:**

*Larnell Flannagan*

- Dr. James Cressey, an associate professor in the Education Department, will make a presentation at the State House to the Massachusetts School Committee Members on September 12, 2018. He will present a paper entitled, “How Social-Emotional Learning Happens in Schools.”
- Dr. Folashade Solomon, an assistant professor in the Education Department, had a symposium paper proposal accepted for presenting with two other colleagues at the 2019 American Educational Research Association Conference. The paper is titled, “Embodying STEM: Dance as a Means to Access Science, Math and Technology.” Dr. Solomon also received notification of acceptance of a conference paper titled, “The Dance Studio as a STEM Learning Environment,” for presenting at the 2018 International Conference in Urban Education.
- Ms. Valerie Hytholt, Director of the Centers for Early Childhood Education, was re-appointed co-chair of the statewide committee for Families and Early Childhood Literacy by the Massachusetts Reading Association (MRA). She is a member of the MRA Board of Directors, and attended the Summer Leadership Workshop in July. Ms. Hytholt is Past President of the of the Nobscot Reading Council (NRC), and is serving as NRC Secretary for 2018-2020.

**College of Science, Technology, Engineering, & Mathematics (STEM):**

*Margaret Carroll*

- Framingham State University was chosen as a Howard Hughes Medical Institute Inclusive Excellence campus. This program provides one million dollars over five years to help campuses create an inclusive and supportive learning environment for all STEM students. Dr. Catherine Dignam, Department of Chemistry and Food Science is the project director. The grant proposal was co-authored by Dr. Mark Nicholas, Office of Assessment. The current implementation team also includes Dr. LaDonna Bridges, CASA, Ms. Millie Gonzalez, CDIO, Dr. Susan Dargan, College of Social and Behavioral Sciences, and Dr. Margaret Carroll, College of STEM.
- The **College of STEM** is partnering with Hack Diversity which is dedicated to addressing the underrepresentation of high-skilled minority employees in Boston’s innovation economy by providing an internship program for students from underrepresented groups. The program includes mentoring and training for Computer Science students. Hack Diversity will recruit on campus for their program. They will also include FSU in their pilot program for the Biotechnology Industry.
- The **Computer Science Department** has created a program entitled Professional Advancement in Computing Fellows. PAC Fellows will receive career skills training, tuition assistance for internships and co-ops, and a $1,000 stipend if they complete an internship or co-op. This program is supported with generous funding from the Jacobs Foundation.
Dr. Shelli Waetzig, Chemistry and Food Science, gave a presentation entitled "Development of palladium-catalyzed allylation of aromatic imidates" at the annual meeting of the American Chemical Society in August.

Dr. Vinay Mannam, Chemistry and Food Science, received a grant from the American Dairy Association to investigate shelf stabilization of milk products.


Dr. Satish Penmatsa, Computer Science, gave a presentation entitled "Hierarchical Two-Dimensional Guided Loop Self-Scheduling for Distributed Systems" at the International Conference on Parallel and Distributed Processing Techniques and Applications in August.

Dr. Jeff Gao and Professor Connie Bruening, Computer Science attended the Eastern Computing Conference at Marist College in June to discuss the FSU Enterprise Computing Program.

Dr. Vandana Singh, Physics and Earth Sciences, presented three invited talks on her work on a transdisciplinary approach to climate change science and impacts at the Center for Scientific Instruments, Chandigarh, India, the Tata Institute of Fundamental Research Center for Integrative Sciences, and the University of Hyderabad, both in Hyderabad, India in July 2018


College of Social & Behavioral Sciences:
Susan Dargan

Department of Geography:
- Drs. Dave Merwin and George Bentley developed and taught a course on using geospatial technologies in the social sciences for middle-school and high-school educators, August 2018.
- The department partnered with the Center for Global Education to lead a study trip to Amsterdam in July 2018. Participants learned about the Dutch responses to climate change as well as Dutch resistance to the Nazis during World War II.

Department of Political Science:
- Dr. Joseph Coelho presented a paper, "Authoritarian Populism, Balkan Style: Nationalism and Islamic Revival in Turkey and Kosovo," at the annual conference of the Association for the Study of Nationalities in Vienna Austria over the summer.

Department of Sociology:
○ Dr. Benjamin Alberti has been invited to give a Munro Lecture at Edinburgh University in November. The Munro lectures are a series of public lectures delivered by distinguished international scholars in the fields of archaeology and anthropology.

○ Dr. Xavier Guadalupe-Diaz has two recent publications:

○ Dr. Holly Pearson has been elected Secretary, Board Member, and Membership Committee Co-Chair for Society of Disability Studies for 2018-2019; Secretary/Treasurer for American Educational Research Association - Disability Studies in Education SIG for 2018-2019; and Committee Member for the Disability Intersectionality Summit that will be happening this October 2018.

○ Dr. Virginia Rutter co-convened and co-edited the Council on Contemporary Families Online “Gender Matters” Symposium, August 8, 2018. Dr. Rutter also published "The Sexuality of Gender" with Braxton Jones (Sociology and History BA 2015) in 2018, in The Handbook of the Sociology of Gender.

○ Dr. Rutter completed editing and publishing at The Society Pages a 6-part student-authored series for a special senior sociology course, Margin to Center: Studying the Research and Careers of Black Women in Social Policy in D.C. Under V. Rutter's direction, Tasia Clemons and Eunice Owusu (both Soc BA 2018) studied, interviewed live on Skype, and published interviews of leading DC-based sociologists, economists, and public policy analysts. A round-up from Rutter and reflections from Clemons and Owusu will be out in the fall.

○ Dr. Henry Tischler published the 12th edition of Introduction to Sociology this summer as his sabbatical project.

○ Dr. Elizabeth Whalley recently presented a paper, presenter, "'#MeToo and the 'Dangerous Few': Sexual Assault Response as an Abolitionist Project" at the annual conference of the Society for the Study of Social Problems.

○ Dr. Ellen Zimmerman has been awarded a university grant to begin developing a Framingham State University Center for Sustainable Peace and Justice, and will be working together with Dr. Jesse Marcom (College of STEM) and Dr. Evelyn Perry (College of Arts & Humanities). One of the first initiatives will be to launch a Peace Corps Prep Undergraduate Certificate Program.

Advising:
Christopher Gregory

- For the first time in a decade, incoming first-year students are choosing their first semester courses, with guidance, on their own. The Advising Center, New Student & Family Programs, Registrar’s Office and IT Services teamed up to monitor all adds and drops of courses throughout the summer so as to manage this new process and lend ongoing advising support for these students. Thus far, Advising Center personnel have logged email workflow messages from over 200 individual students and corresponded with them, as necessary, to provide guided academic advising.
- The Advising Center and Registrar’s Office collaborated on the notable revision to the First-Year Student Academic Advising Guide. The guide now features important resources first-year students
● use in creating their own schedules.

**Center for Academic Success & Achievement (CASA):**
**LaDonna Bridges**

- CASA will open for tutoring on Monday, Sept. 10. Professional Math and Writing tutors will join Peer Subject tutors and Academic Strategy Peer Tutors in supporting students academically.
- More than 40 courses will be supported through Supplemental Instruction this fall. One course will utilize three Peer Discussion Leaders in a “flipped” classroom model.
- A new online probation workshop launched late August. The workshop features four modules: Tips for Academic Success by Ally Chisholm, CASA; Faculty Expectations by Dr. Sarah Adelman, History Department; Connecting to Campus Resources by Dr. LaDonna Bridges, CASA; and Overcoming Obstacles: The Student Perspective by Bobby Brown, senior, Food and Nutrition major.
- We were awarded $84,715 from the Massachusetts Inclusive Concurrent Enrollment Initiative (MAICEI) grant. During this, our fourth year, we will welcome eight Diverse Scholars from the neighboring school districts of Hopkinton, Westborough, Algonquin, Grafton and Needham.
- CASA Disability/Access Services has conducted intakes for nearly half of the 120 incoming students who have identified as having a disability and needing services.

**Center for Excellence in Learning, Teaching, Scholarship, & Service (CELTSS):**
**Jon Huibregtse**

- The Center for Excellence in Learning, Teaching, Scholarship and Service (CELTSS) hosted 12 new faculty members at New Faculty Orientation on Monday, August 27. The mentoring program for New Faculty members has another exciting year planned which kicks off on September 14. The CELTSS Steering Committee will meet for the first time this academic year on September 17.

**Education Technology & Interactive Media:**
**Robin Robinson**

- June 5th Framingham State was host to the 13th annual Massachusetts Colleges Online (MCO) annual conference on Sharing Best Practices. Over 250 faculty and online administrators from 26 state institutions (community colleges, state universities, UMass Online, UMass Boston) and representation from the Department of Higher Ed attended the event. More information is available on the MCO organization website. The conference was chaired by Steve Courchesne, MCO liaison for FSU.
- The Education Technology Office successfully rolled out an Accessibility tracking tool called ALLY to help faculty build a more inclusive learning environment in the web-based Blackboard Learning Management System (LMS). From the time the tool was implemented the end of May until now the university has seen a 20% improvement score with more content meeting accessibility standards. ETO has supplemented the rollout with training sessions and recorded videos available on the ITS web site.
- The Education Technology Office successfully integrated an assessment platform called Blackboard Outcomes within the LMS to aid departments and the office of Assessment with program reviews and the collection of accreditation data. The College of Education was the first area of the university to collaborate with ETO staff to use the tool to collect data against CAEP accreditation standards. The project was shared as a presentation at the annual Blackboard conference to highlight the collaboration between FSU departments and Blackboard consulting.
New departments including Nursing and the Office of Assessment have expressed interest to use the resource in the fall.

- August 28th, ETO hosted 11 new faculty at an annual Library and ITS New Faculty Orientation. ITS, Library, CASA and Student Success staff participated in the event.

**Honors Program:**

*Paul Bruno*

- We welcome 89 incoming honors freshman this fall.
- Five Freshman Honors Seminars will be offered for each incoming student.

**Institutional Effectiveness – Assessment:**

*Mark Nicholas*

- Compiled and disseminated results for the following institutional surveys:
  - Undergraduate Student Exit Survey
  - Graduate Student Exit Survey
  - Academic Advising Survey
- Undergraduate and Graduate Program Assessment reports were peer reviewed by faculty and feedback was sent back to the Chairs and Assessment Coordinators
- NECHE 5-year Interim Report Update
  - E-series forms draft completed
  - Standards essays being developed by Executive Staff, Deans and Office of IE

**Institutional Effectiveness – Institutional Process & Efficiencies:**

*Alexandrine Policar*

- Newly hired to the position of Director of Systems and Efficiencies in the Office of Process and Efficiency (OPE) within Academic Affairs.
- Previously worked for eighteen years in academia as Technologist, Undergraduate and Graduate Part-time Faculty/Lecturer, and Fulbright Researcher. Interested in educational technologies with a focus on Massive Open Online Courses (MOOCs) and Open Educational Resources (OER).
- The Office of Process and Efficiencies (OPE) will support FSU retention initiatives by providing metrics and academic data on the costs and revenues related to the different colleges and academic departments. OPE will work with ITS to create a synopsis of existing reports to increase access and enhance teaching and learning as well as develop new reports that will provide a snapshot of faculty, student, and staff in a centralized way.
- Other projects and initiatives will be to assess the effectiveness of the different information systems used on campus and adopt a proactive and collaborative approach in improving the systems in order to provide better and faster services to our stakeholders.

**Institutional Effectiveness – Institutional Research:**

*Ann Caso*

- The 2019 U.S. News & World Report Best Colleges rankings are scheduled for online release on Monday, September 10, 2018.

**Institutional Effectiveness – Student Retention & Graduation Success:**

*Lauren Keville*
At the end of our first year of launch, we had 3570 students and 430 staff/faculty access Starfish; almost 6000 feedback items created by faculty and staff & almost 12,000 appointments made.

Summer had been earmarked to design and launch new work-flows, however, much of that was placed on hold. The software has been upgraded by Hobsons to a new user interface. In the long run this will be a good change for FSU. However, in the short term, this summer was not spent designing new processes but rather re-designing most of our instructions and processes to better fit the new User interface. There will be additional work to do this fall to match the interface to the style of users on the FSU campus.

**International Education:**

*Jane Decatur*

- The summer Teach in China program enrolled 503 students, a new record. Faculty taught a 5 week summer session in either Shanghai or Beijing.
- Our 3 Global Ambassadors, along with several selected returnees from study abroad will be serving as “Buddies” to our 1st year international students. This highly successful program creates lasting friendships and helps new students adjust to FSU.
- We are set to launch our annual classroom visit schedule, with the goal to surpass the 135 visits last year.
- Seven faculty led study tours are planned for the upcoming academic year, with an additional 2-3 tours that are in the initial exploratory stage.

**Office of the University Registrar:**

*Mark R. Powers*

- For June 2018, responsible for implementing a change for First-Year Students in terms of their building their own fall schedules. This required a heavy amount of manipulation of the course schedule in to order to ensure the First-Year students were able to enroll in courses specific to this entering cohort. Encountered on a couple of hiccups on the first of 6 First-Year Orientation days but was able to quickly resolve the errors and with the help of the professional staff from the Academic Advising Center, and from the New Student Orientation both professional and Black & Gold Leaders all First-Year students had a schedule before leaving campus.
- Collaborated with the Academic Advising Center to modify/edit the First-Year Student Advising Guide to include specific information about what courses to take in the student’s first semester based on the student’s major. Created a document that also contained the general education courses offered in the fall semester.
- Introduced the Student Schedule Planner tool to the new students as a tool to help them create possibilities of their fall course schedule and then to pull those courses into registration to complete the process of enrolling into courses.
- Spent approximately 20 hours per week from the 1st week of July through the end of August continually monitoring the First-Year students and corresponding with them for the following:
  - Checking to see if each student was enrolled in four courses;
  - Checking to see if each student was enrolled in a RAMS 101 or Foundations Seminar section;
  - Checking to see if each student eligible to enroll in ENGL 100 Introduction to College Writing actually enrolled in a section;
  - Checking to see if a student was in the STEM Scholar program, that the student was enrolled in the two required courses;
○ Checking to see if a student elected to take part in the Writing Pilot program that the student was enrolled in the designated section of ENGL 100 Introduction to College Writing or ENGL 110 Expository Writing and an associated section of the Writing Studio
○ Checking to see if the student changed their major that they also updated their fall course registration, if necessary
○ Awarded AP credit as transfer course work and notified students of needed changes to their fall course registration
○ Referred many of these students to the Academic Advising Center for any additional assistance.

Grants & Sponsored Programs:

Patricia Bossange

- It is FSU’s honor to have been chosen as one of 33 colleges and universities nationwide to receive a $1,000,000 grant award from The Howard Hughes Medical Institute, and to join 24 schools selected in 2017 in the Institute’s Inclusive Excellence Initiative, which aims to catalyze schools’ efforts to engage all students in science, regardless of background. The award will be distributed over five years. This project will help create explicit and transparent pathways through the STEM curriculum, removing obstacles to student success and leveling the playing field for all students, particularly those from underrepresented groups. Catherine F. Dignam, Ph.D., FSU’s Chair of the Department of Chemistry and Food Science, will be the Director of the Program.
- FSU has been awarded a continuation grant from the Massachusetts Inclusive Concurrent Enrollment Initiative, sponsored by the Department of Higher Education, in the amount of $84,715.00. This program provides academic, social and career development opportunities for young adults with intellectual disabilities.
- FSU Biology Professor Steve Dinkelacker, Ph.D., was requested by the North Carolina Wildlife Resources Commission to submit a proposal to research “population demographics and spatial ecology of American Alligators along a latitudinal gradient in Coastal North Carolina.” Dr. Dinkelacker’s proposal is pending.
Grants & Sponsored Programs  
*Patricia Bossange - Director*  
Framingham State University

Grant Funding document  
Fiscal Year 2019 to date  
As of 08/30/2018

<table>
<thead>
<tr>
<th>Metric/Category:</th>
<th>FY 2019 to date:</th>
<th>FY 2018:</th>
<th>FY 2017:</th>
<th>FY 2016:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of grants submitted:</td>
<td>4</td>
<td>40</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of PDs and PIs:</td>
<td>3</td>
<td>28</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amount ($) requested:</td>
<td>$ 891,367.00</td>
<td>$ 6,134,879.20</td>
<td>$6,258,211.65</td>
<td>$6,913,987.74</td>
</tr>
<tr>
<td>Amount ($) awarded:*</td>
<td>$ 80,000.00</td>
<td>$ 5,938,509.50</td>
<td>$3,441,088.57</td>
<td>$2,654,036.25</td>
</tr>
<tr>
<td>Amount ($) pending:</td>
<td>$ 811,367.00</td>
<td>$ 1,923,012.00</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Research funded: amount ($)</th>
<th>Program funded: amount ($)</th>
<th>Infrastructure funded: amount ($)</th>
<th>Student-faculty research funded: amount ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>$ 80,000.00</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| ICR revenue: | $ 8,000.00 | $ 96,606.27 | $194,443.01 |

*FY 2018 total includes BCH ($1,632,618.00) and HHMI ($1,000,000)

**Fulbright Programs update:**

<table>
<thead>
<tr>
<th>Program</th>
<th>Status</th>
<th>Individual(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018 U.S. Student Program</td>
<td>Potential applicant (ETA)</td>
<td>Nicholas Ironside (MEd candidate)</td>
</tr>
<tr>
<td>2018 U.S. Scholar Program</td>
<td>Potential applicant (Core)</td>
<td>Sharon Wulf (Business)</td>
</tr>
<tr>
<td>2018 Outreach Lecturing Fund (Hosts: Linda Vaden-Goad and Kaan Agartan)</td>
<td>Application accepted</td>
<td>Bulent Batuman (Turkey)</td>
</tr>
<tr>
<td>Funder (Federal, state, foundation, association)</td>
<td>Type</td>
<td>Grant program</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>MA DHE</td>
<td>Public</td>
<td>100 Males to College</td>
</tr>
<tr>
<td>MA DHE</td>
<td>Public</td>
<td>Developing a Community of Practice to Support Student Success in Math</td>
</tr>
<tr>
<td>North Carolina Wildlife Resources Commission</td>
<td>Public</td>
<td>Population demographics and spatial ecology of American Alligators along a latitudinal gradient in Coastal North Carolina</td>
</tr>
<tr>
<td>MA DHE</td>
<td>Public</td>
<td>Concurrent Dual Enrollment Program</td>
</tr>
</tbody>
</table>