

1-22-2004

Board of Trustees Meeting Packet, January 22, 2004

Framingham State University

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Framingham State College

Board of Trustees

January 22, 2004

Trustees Present: Hiatt, Chair; Heffernan, Vice Chair; Weinroth; Jordan; Smith; Hunt; Boulanger; Flynn, and President Heineman

Trustees Gardner, Kane & Vrabel were unable to attend the meeting.

Chairman Hiatt called the meeting to order at 7:05 p.m.

CHAIRMAN'S REPORT

Chairman Hiatt welcomed Trustees to the January 22, 2004 meeting of the Board. He requested that the Board enter into Executive Session prior to the Open Board Meeting, for the purpose of discussing litigation. He announced that the Public Comment section of the Meeting would be held at the beginning of the Open Board Meeting. A roll call vote was taken to convene Executive Session.

On motion duly made and seconded, it was

VOTED: to enter into Executive Session.

Following Executive Session, Chairman Hiatt reconvened the full Board Meeting at 8:25 p.m.

PUBLIC COMMENT

Greg Rotatori, '91, addressed the members of the Board of Trustees on the current lawsuit between the College and the independent Alumni Association.

Bob Richards, '83, President of the Framingham State College Alumni Association Executive Board, updated the Trustees with respect to the activities of the Framingham State College Alumni Board of Directors, and the future relationship between the College and its alumni.

APPROVAL OF THE MINUTES:

On motion duly made and seconded, it was

VOTED: Unanimously to approve the December 4, 2003 minutes, as presented.

PRESIDENT'S REPORT:

- Dr. Heineman reported on the College's 150th Gala Fundraiser, a wonderful celebratory end to months of festivities commemorating the College's 150 years in the Town of Framingham. Over 270 people attended the event, which raised \$15,000 to fund a scholarship for a Framingham High School senior, with a GPA of at least 3.75 and a SAT score of at least 1200. The scholarship will cover full tuition and fees, and will be awarded next fall. Dr. Heineman thanked Martha Flinter who chaired the 150th Committee, members of the Committee, and Peter Chisholm for the excellent newspaper coverage.
- Dr. Heineman distributed the Institutional **Performance Assessment Report Summary** for Framingham State College, which also includes Best Practices. Details are as follows:
 - The College has projected modest growth targets for the first five Key Performance Indicators.
 - The College projects a modest 1% annual growth for the number of community college students matriculating into Framingham State College.
 - The College has set as its target for the first annual unduplicated head count average, a rolling average of the past two years, plus a .5% undergraduate student growth and a 1% graduate student growth. Framingham State College is limited in terms of undergraduate growth by available dormitory space with respect to resident students, and parking spaces with respect to commuter students.
 - In terms of private funds received, the College raised \$338,195 in FY02, \$639,295 in FY03, which includes a one-time significant gift, and has set a target outcome of \$513,182 for FY04. This number represents the average of FY02 and FY 03, plus 5% annual growth.
 - The College is working to increase Retention and Graduation Rates. Retention rate is the number of freshmen returning for sophomore year. This past year, the College's retention rate went up to 70.2%, and modest improvements are projected over the next three years. Retention rate in colleges is a national issue, and a recent article from *The New York Times* shows that the SAT test is

only one predictor of a student's success in college, measuring as it does verbal and analytical abilities. A group of researchers have identified 15 other measures which are equally important predictors of a student's success in college. Framingham State College has held at least two Faculty Development Conferences to identify the many causes why students do not persist in achieving their educational goals. A College-wide committee has been formed to work on achieving increases in retention and graduation rates.

- o With regard to minority enrollment, here again, the College has set a modest target, for there are many factors which influence our ability to attract and maintain minority students. The position of Coordinator of Multicultural Affairs has been upgraded, and it is hoped that the person who will be appointed can work not only with campus programming, but with the Admissions Office, since programming is only a piece of the effort to attract more diversity in our enrollment.

DEVELOPMENT & ALUMNI RELATIONS

Executive Director of Development and Alumni Relations Alan Quebec proposed a new initiative involving Harris Publishing Company, publishers of the College's Alumni Directory. An On-Line Directory would eventually eliminate the present paper directory. Alumni would be given permanent e-mail addresses for easier communication with classmates, access to on-going College news, job mentoring, on-line giving, and would provide a separate program by means of which the Career Center could communicate with alumni on-line. The On-Line Directory will be in place by mid April, and the Class of 2004 will be given permanent e-mail addresses.

ACADEMIC AFFAIRS

Vice President Judy Klaas reported the following:

- NEASC Team Chair Dr. Beverly Swan will be on campus on January 30 to meet with the President and administrators to discuss logistics for the official team visit on March 28-31. The Steering Committee has shared the latest draft of the document with the College community, and Open Forums will be held next week, after which final edits will be made. Comments and suggestions should be e-mailed to Dr. Scott Greenberg.
- A larger number of faculty attended the Faculty Development Conference held on January 15. Much discussion centered on one of the most important issues facing the College: student retention and degree completion, and the importance of our faculty's role in the retention of our students. Dean Conley facilitated round table discussions on various aspects of faculty student interaction. Other topics covered in workshops and presentations included a report on BHE Performance Indicators, and the Campus EAI Oracle Portal Project.

ENROLLMENT MANAGEMENT

- Vice President for Enrollment Management and Dean of Admissions Philip Dooher provided enrollment and admissions summaries for the spring semester. The College has enrolled 257 new students, (39 freshmen and 218 transfers). Adults Returning to College represent 25% of the new class; 18% of the incoming class are students of color; and there are 7 new international students representing 6 countries. So far 834 students have been offered admission for the fall semester. Trustees will receive an update on fall applications at the March 25, 2004 meeting.
- The Athletic and Recreation Center continues to be actively used by our students and athletic teams. Several new intramural programs and aerobics classes have been scheduled for the spring semester. Both the Men's Baseball and Women's Softball teams are conducting fundraising projects to cover costs for their scheduled trips to Florida over the spring break week in March.

STUDENT SUPPORT SERVICES

Dr. Heineman reported that Dean of Student Services Cynthia Forrest retired on December 31, 2003. After considerable consultation with senior administrative staff, as well as staff in academic affairs and student services, the College has implemented a reorganization, the main purpose of which is closer integration of all support offered to students at Framingham State College. Ms. Susanne Conley has been appointed to the position of Dean, Academic and Student Affairs, effective January 18, 2004. Dean Conley is a graduate of the College, and holds a Masters Degree from Brandeis University. She is currently pursuing a Ph.D. and has been with the College since 1996. Student Trustee Stephanie Flynn reported that students reacted positively to the announcement of Dean Conley's appointment, and are excited about the new direction that the office will take.

As part of the reorganization at the College, the Office of Public Safety and Police Services will now report to Vice President of Administration and Finance Dr. Dale Hamel.

ADMINISTRATION & FINANCE

Vice President of Administration and Finance Dr. Dale Hamel reported on the following:

- The Board of Trustees Finance Committee continues to look at and explore alternative investment opportunities.
- The Public Higher Education Financing Task Force committee met to review cost of education analysis for each campus. Vice President Hamel provided summaries of expenditures indicating that Framingham State College is the least expensive in total cost. The Chancellor is preparing the final report.
- The Board of Higher Education released its budget request based on formula funding, a summary of which is due on January 28.
- Preliminary ideas for the 2005 Budget will be discussed at the March meeting of the Board of Trustees.
- As part of the Capital Plan, procedures are underway for the renovation of Dwight Hall, including creation of a state-of-the-art Technology and Performing Arts Center in the Auditorium. The College is working with the Department of Capital Asset Management and the Board of Higher Education, and has committed \$1.2M. to supplement \$3.6M in authorized general obligation bond funding for this project. Increased funding for this project may become available, and in this case, the College's contribution would increase to \$2M.

PERSONNEL REPORT

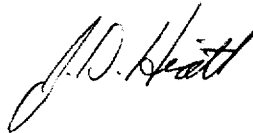
Following discussion,

On motion duly made and seconded, it was

VOTED: Unanimously, to approve all Personnel Actions: Appointments; Promotions; Tenure Track Appointment; Full Time Temporary Appointments; 2nd Year Reappointments; Sabbaticals; Retirement; Early Retirement Incentive.

There being no further business, the meeting adjourned at 10:25 p.m.

Respectfully submitted,



Jerry D. Hiatt
Chairman
Framingham State College Board of Trustees



Dr. Helen Heineman
President
Executive Secretary, Board of Trustees

FRAMINGHAM STATE COLLEGE

**BOARD OF TRUSTEES MEETING
ATTACHMENT II**

JANUARY 22, 2004

TRUSTEE DISCUSSION ITEM

**DISCUSSION ITEM: Institutional Performance Accountability
Report.**

FRAMINGHAM STATE COLLEGE: PERFORMANCE ASSESSMENT SUMMARY

Geographic Area Served: Greater Boston DED ▶ **Population: 2,613,636 (largest)** ▶ **Population Change (1990-2000): +4.6%** ▶ **Projected Population (2000-2010): +1.1%** ▶ **Minority Population (18 and over): 21.0% (largest)** ▶ **Educational Attainment Level: 51% adults without a college degree** ▶ **HS Grad College Participation Rate: 78%** ▶ **Poverty Rate: 6.1% of families**

Performance Accountability Objective: Access to Public Higher Education

Key Performance Indicators:	Enrollment Category	Enrollment Level	Annual—4-YR Average (00-03)	Fall—6-YR Average (Fall 97-Fall 02)	Size Category 6-YR Average	Most Current Year FY 2003 (Fall 2002)
	▶ Annual and Fall Enrollments Undergraduate, Graduate and Total (Headcount and FTE)	Headcount	Undergraduate	7,756	4,117	Medium
Graduate			2,869	1,542	Annual: 5,773 Fall Term: 1,906	
Total			10,625	5,659	Annual: 11,038 Fall Term: 5,884	
FTE		Undergraduate	3,506	3,401	Medium	Annual: 3,589 Fall Term: 3,391
		Graduate	1,567	653		Annual: 1,749 Fall Term: 828
		Total	5,073	4,054		Annual: 5,338 Fall Term: 4,219

Note: Size Categories: Headcount Large = > 7,700 Medium = between 3,600 and 7,700 Small = < 3,600
 FTE Large = > 5,600 Medium = between 1,700 and 5,600 Small = < 1,700

Framingham State College (FSC) is the only comprehensive state college in the Greater Boston geographic area. It has experienced the largest fall headcount (11.0%) and FTE (13%) enrollment increase of any state college between Fall 1997 and Fall 2002. This significant increase has been in graduate enrollment (188%); undergraduate FTE enrollment remained constant while undergraduate headcount declined 6.6%.

Performance Accountability Objective: Student Success

Key Performance Indicators:	Persistence Rates			
		Institution Range	State College Segment Average	National Average—Public 4-Year Colleges
▶ First-year Undergraduate Retention Rate - First-time, Full-time Degree-Seeking Cohort ▶ Six-year Graduation Rate - First-time, Full-time Degree-Seeking Cohort ▶ Number of Annual Degrees and Certificates Awarded	First-year Undergraduate Retention Rate – First-time, Full-time Degree-Seeking Cohort (Fall 1996 to Fall 2001 Cohort)	67% - 73%	71% - 74%	72%
	Six-year Graduation Rate – First-time, Full-time Degree-Seeking Cohort (Fall 1991 to Fall 1996 Cohort)	38% - 46%	41% - 45%	54%
	Degree Production			
	6-YR Avg. Total	6-YR Avg. Bachelor Degrees	6-YR Avg. Master Degrees	6-YR Avg. Other Degrees
	971	565	406	0

FRAMINGHAM STATE COLLEGE: PERFORMANCE ASSESSMENT SUMMARY (continued)

Performance Accountability Objective: Student Success (continued)

At Framingham State College the first-year retention rate has consistently fallen below the segment and national averages for the last six years. Of those students who do not return for a second year, about 11% transfer to other public or private institutions in or out of state.

FSC's six-year graduation rate has declined consistently for the last six years falling below the state college segment and national averages.

The college demonstrated the largest increase in total degrees conferred (30%) in the last six years attributable to a significant increase in graduate degrees. Undergraduate degrees showed a moderate decline (-5.5%, 33 degrees). During the same time period, graduate degrees increased markedly (114%, 287 degrees). In the most current graduation year (FY 2002) the college awarded almost as many graduate degrees (539) as undergraduate degrees (570).

In FY 2002 the college had a 100% pass rate on the Massachusetts Test for Educator Licensure. The college graduated 79 teachers in FY2002.

Performance Accountability Objective: Admitting Qualified Students

Key Performance Indicators:	Indicator	Target	Assessment
<ul style="list-style-type: none"> ▶ Percentage of Special Admission Students ▶ Number of Admitted Students with a High School GPA Less Than 2.0 	Percentage of Special Admission Students	No more than 10% of all new undergraduate students unless the institution is granted a waiver	Consistently met target
	Number of Admitted Students with a High School GPA Less Than 2.0	No category 1 or 4 student will be admitted with a HSWGPA of less than 2.0	Consistently met target

Framingham has consistently admitted qualified students and met all BHE admission standards requirements.

Performance Accountability Objective: Cost Effective Use of Resources

Key Performance Indicators:	Capital Adaptation and Renewal		
	Target Benchmark for % Allocated	College's 3-YR Rolling Average Allocated	Assessment Rating
<ul style="list-style-type: none"> ▶ Percent of Operating Revenues Allocated to Capital Adaptation and Renewal ▶ Institutional Support Costs per Fall Headcount Compared to Peer Average ▶ FY2002 Independent Financial Audit 	5.0%	11.7%	Consistently met target
	Institutional Support Costs		
	Target Benchmark		Assessment Rating
	\$ Spent Per Fall Headcount	At or below peer average	Met target 6 of 6 years
	% Allocation		Met target 6 of 6 years

From FY 2001 through FY 2003 the average percentage of operating budget spent on capital adaptation and renewal has exceeded the 5% mandated by the Board of Higher Education.

Framingham State College spends less on institutional support costs as both a percent of educational and general expenditures and as a dollar amount per fall headcount compared to its peer average.

Framingham consistently has had unqualified audits with no significant findings.

Innovation and Best Practices

➤ **Wireless Laptop Computer Project**

Framingham State College is the first public four-year college in New England to initiate a required wireless laptop computer program. This initiative allowed all students, regardless of major, to gain computer and technology skills necessary to succeed in their fields of study and future professions. Beginning in fall 2002, all freshmen were required to purchase a computer at deep discounts negotiated by the college. The laptop program enables instructors to expand and deepen the learning experiences of their students by integrating technology-rich tools and resources into the classroom. The wireless network provides ubiquitous access on campus to web-based and network-based resources for students and faculty. Laptop orientation training and ongoing technical support is provided for students and intensive professional development workshops on techniques for integrating technology into the curriculum are provided for faculty.

Impact: As of fall 2003, over 2,000 students are utilizing wireless laptops in their classrooms, 80 faculty members are currently teaching courses that incorporate laptop technology and 140 course sections involve the use of laptops. In a survey conducted in fall 2002, 78% of students indicated that wireless technology and laptop program either "greatly enhanced" or "somewhat enhanced" their educational experiences. Survey results showed that students are utilizing their laptops for research, communication with professors and classmates, writing papers, class presentations, database/software, online tutorial/modules and note taking.

➤ **Christa Corrigan McAuliffe Center for Education and Teaching Excellence and the Planetarium Project**

The Christa Corrigan McAuliffe Center for Education and Teaching Excellence at Framingham State College provides middle school children with innovative and exciting science and math programs based on the Massachusetts Science and Technology/Engineering Curriculum Frameworks. The McAuliffe's Challenger Learning Center is a replica of both Houston's Mission Control and a space station interior where middle school students apply the principles of physical science and mathematics to the real-time challenges of a simulated space flight. The College's newly renovated planetarium is a 30-foot dome bringing the majesty of the universe down to Earth, with original programming from the McAuliffe Center that combines state-of-the-art technology with current Massachusetts educational frameworks. Through collaboration with other institutions of higher education and organizations, the McAuliffe Center offers professional development programs for math, science and elementary school teachers, as well as educational training for pre-service teachers at Framingham State College.

Impact: In AY2002-03 12,800 middle school students, over 300 middle school teachers and 10 preservice teachers participated in the Christa Corrigan McAuliffe Center programs. The center's programs are frequently offered in collaboration with other institutions and organizations, such as the Massachusetts Department of Education, the Massachusetts Association of Science Teachers, the Center for Astrophysics at Harvard University, and the BOSE Corporation.

➤ **Best Practices in Fiscal Operations Efficiency**

Framingham State College provides a recognized quality education at a low cost to students and their families as well as to the Commonwealth. The college maintains support functions efficiencies that permit the College to operate with among the lowest comprehensive student costs and among the lowest level of state funding per student.

Impact: An analysis by the Bain Company in spring 2003 indicated that Framingham State College operates with 4.6 support staff per 100 FTE students (or \$3,603 in support services expenditures per student) compared to an average of 6.5 support staff per 100 FTE students (or \$4,465 in support expenditures per student) for other comprehensive state colleges. Framingham State College ranks least expensive among the state colleges with AY2003 comprehensive costs for tuition and fees, room and board of \$7,985 verses an average of \$9,790 at other state colleges. Framingham State College has received national recognition (including *Kiplinger's Personal Finance Magazine*, October 2002) for its value based on quality and cost criteria.

State Colleges Key Performance Indicator Target Outcome: Rationale and Explanation for Setting

Institution: Framingham State College

Key Performance Indicator	Rationale/Explanation for Target Outcome
<ul style="list-style-type: none"> Annual undergraduate student, graduate student, and total unduplicated credit enrollment: Headcount 	Two year (consistent data breakdown for two years) rolling average plus: 0.5% annual undergraduate growth 1.0% annual graduate growth
<ul style="list-style-type: none"> Annual undergraduate student, graduate student, and total unduplicated credit enrollment: FTE 	Three year rolling average plus: 0.5% annual undergraduate growth 1.0% annual graduate growth
<ul style="list-style-type: none"> Fall term undergraduate student, graduate student, and total unduplicated credit enrollment: Headcount 	Three year rolling average plus: 0.5% annual undergraduate growth 1.0% annual graduate growth
<ul style="list-style-type: none"> Fall term undergraduate student, graduate student, and total unduplicated credit enrollment: FTE 	Three year rolling average plus: 0.5% annual undergraduate growth 1.0% annual graduate growth
<ul style="list-style-type: none"> Number of annual degrees and certificates awarded 	Three year rolling average plus: 0.75% annual growth
<ul style="list-style-type: none"> # community college students matriculated into four year colleges through joint admissions and other articulation agreements 	Three year rolling average plus: 1.0% annual growth
<ul style="list-style-type: none"> Total private funds received (both the institution and the Foundation) 	Two year (consistent data for two years) rolling average plus: 5.0% annual growth
<ul style="list-style-type: none"> Total dollars in endowment 	Two year (consistent data for two years) rolling average plus: 5.0% annual growth (note: aggregate growth dependent upon market returns)
<ul style="list-style-type: none"> Retention Rate 	Three year rolling average plus: 0.5% annual growth
<ul style="list-style-type: none"> Graduation Rate 	Three year rolling average plus: 0.5% annual growth
<ul style="list-style-type: none"> Minority Enrollment 	Three year rolling average plus: 0.2% annual percentage growth (on top of 0.5% numeric growth consistent with enrollment growth targets)

FRAMINGHAM STATE COLLEGE KEY PERFORMANCE INDICATOR ASSESSMENT

Accessibility and Affordability

Key Performance Indicator		Actuals				Target Outcomes	Achieved/Not Achieved
		FY 2000	FY 2001	FY 2002	FY 2003	FY 2004	
	IPEDS						
Annual undergraduate student, graduate student, and total unduplicated credit headcount enrollment	Undergraduate	7,003	9,089	5,229	5,213		
	Graduate	1,797	1,845	5,778	5,825		
	Total	9,700	10,934	11,007	11,038		
	HEIRS						
	Undergraduate				5,213	5,247	
Graduate				5,715	5,748		
Both				110	110		
Total				11,038	11,106		
Annual undergraduate student, graduate student, and total credit FTE enrollment	IPEDS						
	Undergraduate	3,493.0	3,399.4	3,547.3	3,588.7		
	Graduate	1,596.0	1,534.0	1,736.8	1,749.0		
	Total	5,089.0	4,933.4	5,284.1	5,337.7		
	HEIRS						
Undergraduate				3,588.7	3,529		
Graduate				1,749.0	1,690		
Total				5,337.7	5,219		
		Actuals				Target Outcomes	Achieved/Not Achieved
		Fall 2000	Fall 2001	Fall 2002	Fall 2003	Fall 2004 (FY 2005)	
Fall term undergraduate student, graduate students and total unduplicated credit headcount enrollment	Undergraduate	4,042	4,043	3,978	3,895	3,992	
	Graduate	1,721	1,872	1,906	2,261	2,033	
	Total	5,763	5,915	5,884	6,156	6,025	
Fall term undergraduate student, graduate student, and total credit FTE enrollment	Undergraduate	3,291.0	3,358.6	3,390.9	3,347.7	3,383	
	Graduate	819.0	771.4	828.3	924.0	850	
	Total	4,110.0	4,130.0	4,219.2	4,271.7	4,232	
% total enrollment comprised of minorities benchmarked to % representation of minorities (18 years and older) in institution's 80% draw region	Minority %	10.6%	10.9%	10.3%	12.0%		
	Enrollment #	402	422	475	556		
	% Minority 18 and Over Population	Census 2000: 18.3%					
		Actuals				Target Outcomes	Achieved/Not Achieved
		FY 2001	FY 2002	FY 2003	FY 2004	FY 2004	
Institution's tuition and fees as benchmarked % of state and regional (where available) median family, median household, per capita and per capita disposable income	Tuition and Fees	\$2,830	\$2,770	\$3,334	\$4,324	Tuition and fees are at or below the segmental % average on at least 3 out of 4 measurement points	
	% Median Family Income	MFI to be collected					
	% Median Household Income	6.1%	5.5%	6.5%			
	% Per Capita Income	5.9%					
	% Per Capita Disposable Income	8.9%	8.3%				
		Actuals				Target Outcomes	Achieved/Not Achieved
		FY 2001	FY 2002	FY 2003	FY 2004	FY 2004	
\$ revenue generated from change in student charges as % of student share of formula identified gap		Segmental Performance Measurement Task Force recommendation for indicator, definition and methodology TBD by 1/1/04				TBD	
Percent of eligible students who received aid to meet direct costs (Note: refers to MA resident students only)		Method for collecting data TBD by OSFA				At a minimum, 85 % eligible students receive aid to meet direct costs	

Annual Improvement Goals*
 Fall 04 Fall 05 Fall 06
 11.3% 11.5% 11.7%

In FY 2004, assessment will be of Fall 2003 compared to Fall 2002

FRAMINGHAM STATE COLLEGE KEY PERFORMANCE INDICATOR ASSESSMENT

Student Success

		Actuals				Target Outcome	Annual Improvement Goals*			Achieved/Not Achieved
		Fall 1998-1999	Fall 1999-2000	Fall 2000-2001	Fall 2001-2002	Fall 2002-2003	Fall 2003-2004	Fall 2004-2005	Fall 2005-2006	
First-year retention rate (First-time full-time degree-seeking cohort)		69.8%	68.5%	72.5%	68.2%	70.2%	70.7%	71.2%	71.7%	
		Actuals			Target Outcome	Annual Improvement Goals*			Achieved/Not Achieved	
		Fall 1994 Cohort	Fall 1995 Cohort	Fall 1996 Cohort	Fall 1997 Cohort	Fall 1998 Cohort	Fall 1999 Cohort	Fall 2000 Cohort		
6-yr Graduation Rate		39.5%	38.2%	38.7%	39.3%	39.8%	40.3%	40.8%		
		Actuals				Target Outcome				Achieved/Not Achieved
		FY 2000	FY 2001	FY 2002	FY 2003	FY 2004				
Number of annual degrees and certificates awarded		983	1,041	1,109	1,273	1,150				
		Actuals				Target Outcome				Achieved/Not Achieved
		Segmental Performance Measurement Task Force recommendation for indicator, definition, and methodology TBD by 1/1/04				TBD				
Either # of teacher prep students graduating each year and passing the teacher test each year or a more suitable indicator (s) that addresses both quality and workforce impact of state college teacher education programs										

Qualified Students and Quality Learning

		Actuals			Target Outcomes	Achieved/Not Achieved
		Fall 2000	Fall 2001	Fall 2002	Fall 2003	
Percentage of Special Admission Students	Enrolled	10%	13%	9%	Special Admit students represent no more than 10% of all new undergraduate students unless the institution is granted a waiver	
	Admitted			9%		
Number of admitted students with HSGPA less than 2.0 (all category 1 and 4 students)		0	0	0	No category 1 or 4 students admitted with a HSWGPA of less than 2.0	

Cost Effective Use of Resources

		Actuals				Target Outcome	Achieved/Not Achieved
		FY 2000	FY 2001	FY 2002	FY 2003	FY 2004	
% of operating revenues allocated to capital adaptation and renewal		9.7%	12.5%	8.4%	14.3%	No less than 5% of operating budget expended on CA&R based on 3-yr. rolling average	
		Actuals				Target Outcome	Achieved/Not Achieved
		FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	
% E&G for Institutional support costs	\$	\$660	\$734	\$844	\$943	No greater than peer average	
	%	10.9%	11.5%	12.5%	13.7%		
Peer Average	\$	\$1,683	\$2,007	\$1,881	\$2,084		
	%	19.2%	20.4%	19.9%	20.1%		

FRAMINGHAM STATE COLLEGE KEY PERFORMANCE INDICATOR ASSESSMENT

		Actuals		Target Outcome	Achieved/Not Achieved
		FY2002		FY 2003	
Cost per FTE by IPEDS Expenditure Categories from Audited Financial Statements	Instruction		\$3,897	With variance no greater than +/- % of segmental average as defined in funding formula. Target TBD by Segmental Performance Measurement by 1/1/04.	
	Academic Support		\$1,169		
	Student Services		\$1,049		
		Actuals		Target Outcomes	Achieved/Not Achieved
		FY 2001	FY 2002	FY 2003	
Independent Financial Audit		Yes	Yes	Unqualified Audit with no significant findings/reportable conditions identified in management letter	

Meet Regional Economic and Workforce Development Needs

		Actuals				Target Outcomes	Achieved/Not Achieved
		1999 Grads	2000 Grads	2001 Grads	2002 Grads	2003 Grads	
Workforce placement and/or continuing education 1-year after graduation (Applies to Mass. residents only)		93.9%	92.2%	90.2%	In Process	Applied to all state colleges (MCA and MMA excluded). At least 80% of institutional in-state graduates are working and/or continuing education one year after graduation	

Higher Education Collaboration

		Actuals				Target Outcomes	Achieved/Not Achieved
		Fall 2000	Fall 2001	Fall 2002	Fall 2003	Fall 2004	
# community college students matriculated into four-year colleges through joint admissions and other articulation agreements	#	147	156	159	?	156	In FY 2004, assessment will be of Fall 2003 compared to Fall 2002
	%	40.5%	45.9%	49.4%			

Fundraising

		Actuals		Target Outcomes	Achieved/Not Achieved
		FY 2002	FY 2003	FY 2004	
Total private funds received (both the institution and the Foundation)			\$338,195	\$639,295	\$513,182
Total dollars in endowment	Total		\$4,246,923	\$3,893,791	\$4,273,875

Quality Data Reporting

		Actuals		Target Outcomes	Achieved/Not Achieved
		FY 2002	FY 2003	FY 2004	
Institution met all BHE reporting requirements		Yes	Yes	Yes	
Institution's reported data are consistent and reliable		Needs Improvement	Needs Improvement	Yes	

* The institution can identify improvement goals for three years to meet target for the given key performance indicator.
 Total Key Performance Indicators in Effect for FY04 = 23

FRAMINGHAM STATE COLLEGE

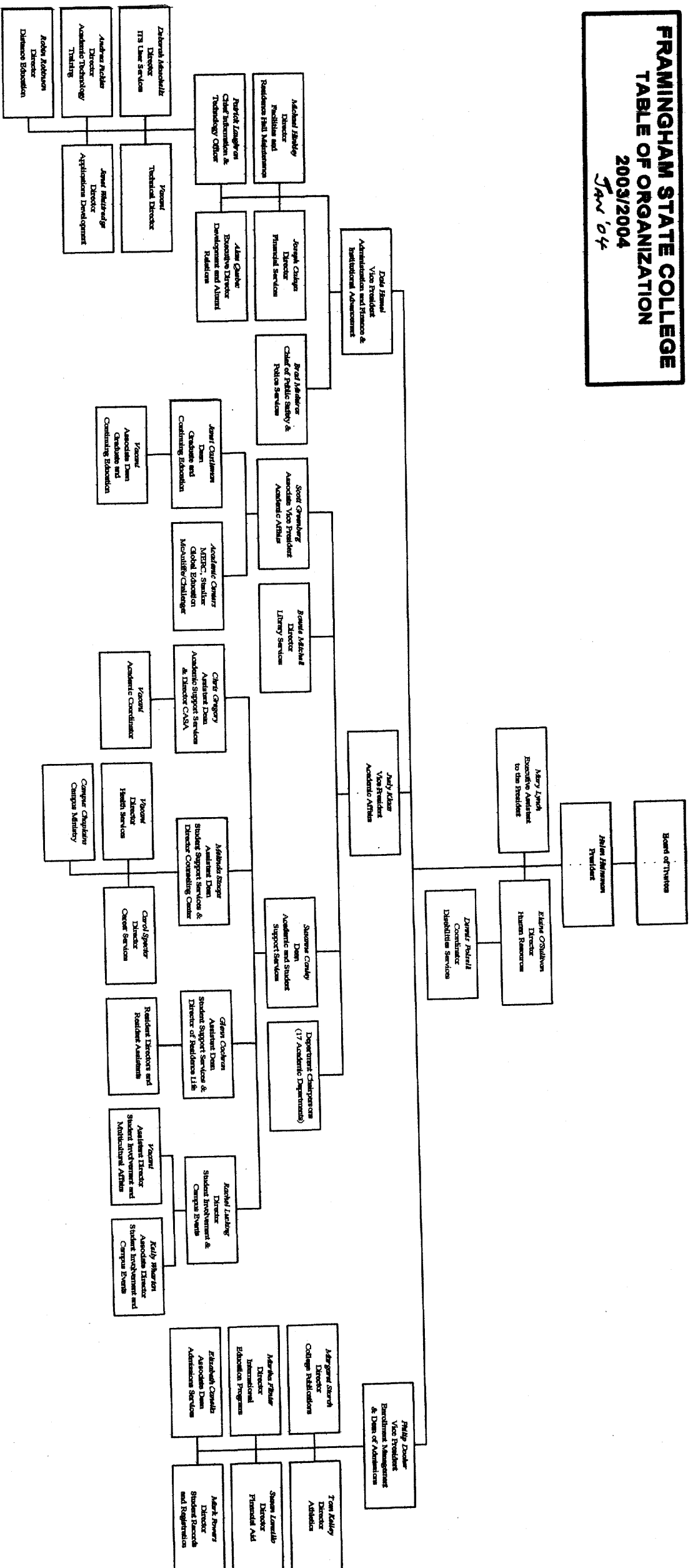
**BOARD OF TRUSTEES MEETING
ATTACHMENT III**

JANUARY 22, 2004

TRUSTEE DISCUSSION ITEM

DISCUSSION ITEM: Student Support Services Reorganization

FRAMINGHAM STATE COLLEGE
TABLE OF ORGANIZATION
 2009/2004
 Jan '04



FRAMINGHAM STATE COLLEGE

BOARD OF TRUSTEES MEETING
ATTACHMENT IV

January 22, 2004

TRUSTEE ACTION ITEM

MOTION: To approve all Personnel Actions

PERSONNEL ACTIONS**APPOINTMENTS**

McCaul, Joseph	Staff Assistant Academic Support & Advising	Effective: 01/18/2004 Annual Salary Rate: \$41,626.00
Proulx, Nancy	Director, Graduate Professional Programs for Educators Graduate & Continuing Education	Effective: 01/04/2004 Annual Salary Rate: \$40,000.48

PROMOTIONS

Conley, Susanne	Dean Academic and Student Support Services	Effective: 01/18/2004 Annual Salary Rate: \$80,000.44
Gregory, Christopher	Assistant Dean Academic Support Services & Director, CASA	Effective: 01/18/2004 Annual Salary Rate: \$66,000.48
Stoops, Melinda	Assistant Dean Student Support Services & Director, Counseling Center	Effective: 01/18/2004 Annual Salary Rate: \$66,000.48

TENURE TRACK APPOINTMENTS

Bailey, Justin	Assistant Professor Psychology & Philosophy	Effective: 01/18/2004 Annual Salary Rate: \$43,867.20
Chen, Robert	Associate Professor Computer Science	Effective: 01/18/2004 Annual Salary Rate: \$71,000.28
Kolodny, Kelly	Assistant Professor Education	Effective: 01/18/2004 Annual Salary Rate: \$44,044.00

FULL TIME TEMPORARY APPOINTMENTS

Lawless, Lucille	Instructor Sociology	Effective: 01/18/2004 – 05/31/2004 Annual Salary Rate: \$41,343.12
Matty, Rudolph	Instructor Economics & Business Admin.	Effective: 01/18/2004 – 05/31/2004 Annual Salary Rate: \$43,000.36

2nd YEAR REAPPOINTMENTS

Capozzoli, Michelle	Assistant Professor Mathematics	Effective: Academic Year 2004 – 2005
Carden, Christopher	Library Associate Whittemore Library	Effective: 09/01/2004 – 08/31/2005
Davis, Aline	Assistant Professor Biology	Effective: Academic Year 2004 – 2005
Kali, Audrey	Assistant Professor Communication Arts	Effective: Academic Year 2004 – 2005
Krainz, Thomas	Assistant Professor History	Effective: Academic Year 2004 – 2005
Lambert, Walter	Assistant Professor Biology	Effective: Academic Year 2004 – 2005
Maibor, Carolyn	Assistant Professor English	Effective: Academic Year 2004 – 2005
Perry, Elizabeth	Assistant Professor Art & Music	Effective: Academic Year 2004 – 2005
Rahman, Sandra	Assistant Professor Economics & Business Admin.	Effective: Academic Year 2004 – 2005
Silver, Ira	Assistant Professor Sociology	Effective: Academic Year 2004 – 2005
Van Roo, Brandi	Assistant Professor Biology	Effective: Academic Year 2004 - 2005

FACULTY SABBATICALS

Abernethy, Marilyn	Consumer Sciences	Effective: Spring 2005
Ambacher, John	Government	Effective: Fall 2004
Budz, John	Psychology & Philosophy	Effective: Spring 2005
Galvin, Bridgette	Psychology & Philosophy	Effective: Spring 2005
Handschuch, Arlene	Consumer Sciences	Effective: Spring 2005

FACULTY SABBATICALS, CONTINUED

Keil, David	Computer Science	Effective: Spring 2005
McLaughlin, Catherine	English	Effective: Spring 2005
Melegian, Edward	Art & Music	Effective: Spring 2005
Michaud, Gene	Communication Arts	Effective: Spring 2005
Snyder, Ben	Biology	Effective: Spring 2005
Westerman, Barrie	Psychology & Philosophy	Effective: Fall 2004
Zimmerman, Ellen	Sociology	Effective: Spring 2005

RETIREMENT

Sayewich, John	Staff Assistant Property & Inventory Control	Effective: 01/12/2004
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EARLY RETIREMENT INCENTIVE

Anes, Jean	Professor Chemistry & Food Science	Effective: 12/31/2003
Chisholm, Peter	Assistant to the President Public & Government Relations	Effective: 12/31/2003
Cotter, Paul	Professor Biology	Effective: 12/31/2003
Davis, John B.	Professor Communication Arts	Effective: 12/31/2003
Deneault, Lola	Staff Assistant Admissions	Effective: 12/31/2003
Devine, Robert R.	Professor Economics & Business Admin.	Effective: 12/31/2003
Dodd, Marie L.	Staff Assistant Graduate & Continuing Education	Effective: 12/31/2003

EARLY RETIREMENT INCENTIVE, CONTINUED

Good, Arnold	Associate Dean Graduate & Continuing Education	Effective: 12/31/2003
Graham, Claire	Professor Education	Effective: 12/31/2003
Harmon, Jesse R.	Staff Associate Counseling Center	Effective: 12/31/2003
Krier, Donald F.	Professor Economics & Business Admin.	Effective: 12/31/2003
Krier, Mary M.	Librarian Whittemore Library	Effective: 12/31/2003
Levine, Miriam	Professor English	Effective: 12/31/2003
Forrest, Cynthia Smith	Dean Student Services	Effective: 12/31/2003

PERSONNEL ACTIONS

CORRECTION OF TITLE

Conley, Susanne	Dean Academic & Student Affairs	Effective: 01/18/2004
Gregory, Christopher	Assistant Dean Academic Affairs & Director, CASA	Effective: 01/18/2004
Stoops, Melinda	Assistant Dean Student Affairs & Director, Counseling Center	Effective: 01/18/2004
Cochran, Glenn	Assistant Dean Student Affairs & Director, Residence Life	Effective: 01/18/2004

CORRECTION OF STATUS

McCaul, Joseph	Staff Assistant Academic Support & Advising	Effective: 01/18/2004 Annual Salary Rate: \$49,194.60 10 month position
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**CORRECTION OF EFFECTIVE DATE
TENURE TRACK APPOINTMENT**

Kolodny, Kelly	Assistant Professor Education	Effective: 09/01/2004 Annual Salary Rate: \$44,044.00
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