

3-30-2006

## Board of Trustess Meeting Packet, March 30, 2006

Framingham State University

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Framingham State College

Board of Trustees

March 30, 2006

Trustees Present: Heffernan, Chair; Gardner, Vice Chair; Boulanger, Hiatt; Hunt; McGrath; Richards; Vrabel; Oliveira; and Interim President Doohar.

**CHAIRMAN'S REPORT**

Chair Heffernan called the meeting to order at 7:10 p.m.

**APPROVAL OF THE MINUTES:**

\*\*\*\*\*

On motion duly made and seconded, it was

VOTED: Unanimously, to approve the January 26, 2006 minutes as presented.

\*\*\*\*\*

Appointment of Nominating Committee for Officers of the Framingham State College Board of Trustees.

In keeping with the By-Laws of the Framingham State College Board of Trustees, Chair Heffernan appointed Trustees Richards (Chair), Hunt and Boulanger, to serve on the Nominating Committee for the purpose of selecting nominees to serve as Chair and Vice Chair of the Framingham State College Board of Trustees, effective July 1, 2006 – June 30, 2007. She stated that the report of the Nominating Committee will be made at the May 2006 meeting of the Board of Trustees.

**Presidential Search Update:** Chair Heffernan reported that the Presidential Search Committee has selected four finalists who will visit the campus to meet faculty, staff, students, and alumni during the weeks of April 3<sup>rd</sup> and 10<sup>th</sup>. The Search Committee will meet on April 24<sup>th</sup> to select and recommend a candidate to the Board of Trustees.

**PRESIDENT'S REPORT:**

- Interim President Doohar presented the Trustees with a copy of a documentary film, Christa McAuliffe: Reach for the Stars, an account of Challenger "Teacher in Space" mission, which was released to coincide with the 20<sup>th</sup> anniversary of Challenger.
- Dr. Doohar updated the Trustees on a variety of musical and cultural events and performances since the January 26<sup>th</sup> meeting: *The Brothers Grim and Grinning* – Professor Marc Cote, Art Department, and his two brothers' work, included metal sculpture, printmaking and wood sculpture; Dr. Arthur Nolletti presented two films in the International Film Series: *Up and Down* and *Caterina in the Big City*; Dr. Alan Feldman's reading of *A Sail to Great Island* which was awarded the Felix Pollak Prize for 2004; *Gaelic Traditions* Harpist Mairead Doherty and friends with

music and songs of Ireland; Samba Tremeterra illustrating cultural heritage of Brazil.

- Plans are underway to establish a Children's Literature Festival at the College to be held in Fall 2006.
- This year's Study Abroad Fair at the College attracted more than 15 tables of sponsoring organizations.
- Dr. Anne Noonan, Class of 1984, a Research Associate at The Center for Research in Women at Wellesley College, was the guest speaker at the Anna Billa Lecture on March 27<sup>th</sup>.
- Colonel Dottie Johnson, U.S. Army Soldier Systems Center, addressed the Class of 2006 at Senior Investiture on March 22<sup>nd</sup>.
- On March 24<sup>th</sup>, Trustee Oliveira and the Legislative Committee of the Student Government Association hosted a Legislative Breakfast on campus.
- Also on March 24<sup>th</sup>, five Framingham State College student interns were among those who presented data on housing costs and employment in the MetroWest area, at the MetroWest Economic Research Center Meeting which was held at the College.
- The College has purchased a table at the MetroWest ESL Fundraising Dinner on March 27<sup>th</sup>.

Legislative Updates:

- Council of Presidents members attended a legislative meeting with Representatives DeLeo and Harkins on February 7.
- Board of Trustees Chair Heffernan and Interim President Dooher met with State College Trustee Chairs and Presidents on February 8, to review upcoming Legislative agenda items.
- Interim President Dooher attended meetings at State House on March 28<sup>th</sup> and 30<sup>th</sup> with Senate President Travaglini, Chairman Kevin Murphy, Speaker Salvatore DiMasi, House members Murphy, Kujawski, Coughlin and Koutoujian, Chairperson Therese Murray, and Ways and Means Chairman Robert DeLeo.

## **ADMINISTRATION & FINANCE**

Vice President Hamel reported on the following:

- **FY2007 Budget Update.**

Vice President Hamel presented an update on the Budget for FY2007 (Attachment II), as follows:

State Support: The major unresolved variable in the development of the FY2007 budget is the amount of state maintenance appropriation support that will be provided to the College. The Board of Higher Education has recommended a \$2.7M or 13.3% increase for Framingham State College, while the Governor's Budget (House 1) would provide a \$1.2M or 6.0% increase. Based on past precedent and discussions with legislators, the current budget has been developed assuming a \$1.4M or 7.0% increase in state appropriation support.

FY 2007 Cost Items: Cost items to be considered as part of development of the FY2007 budget include the need to address level service costs, prior commitments, and proposed new investment in support of strategic priorities. Funding sources include State Appropriations that support personnel costs; the College Operations fee for all other general operations costs; other Trust Fund fees including the College Center fee for specific programs and services; and, charges for Room and Board.

Summary: Anticipated State Appropriation funding would address \$1.4M of projected incremental costs associated with collective bargaining agreements and restoration of full-time positions. College Operations support provides funding for non-personnel inflationary expenses, retention initiatives, and a new student information system. College Center fee support provides debt service funding related to renovation of the College Center. Room rent support provides funding for personnel salary adjustments, inflation expenses, and support for the residence halls' five-year repair program as well as expansion of housing financial aid. Board charges provide support for food service inflationary costs and debt service commitments relating to dining expansion. Under this scenario, commuter students would experience tuition and fee increase of \$450 while resident students would experience tuition and fee, room and board increase of \$992.

Projected Cost Comparisons – Day Students: At the level of recommended fee increases, comprehensive costs for tuition and fees and room and board at Framingham State College are projected to remain among the lowest in the state college segment for the AY2006-2007 year.

- **FY2005 Independent Audit Follow-Up**

Attachment III states that “all funds on deposit at Bank of America from Framingham State College are fully collateralized over the limits of FDIC insurance. Bank of America’s automated collateral system groups all accounts by federal TIN. Because the College shares the federal TIN of the Commonwealth of Massachusetts, the accounts of Framingham State College are included under the Commonwealth of Massachusetts’s collateral agreement.”

- **Student Information System Update**

Chief Information Technology Officer Patrick Laughran reported that Framingham State College has established several policies that govern the provision and use of information systems and services at the institution, in order to maintain specific college-wide standards and best practices. These policies are used to: establish criteria for making management decisions about the acquisition and deployment of hardware, software and network services; manage the ongoing operation of support infrastructure such as help desks, training programs, and technical services; and delineate the roles and responsibilities for the stewardship and use of information technology. This provides the foundation for controlling information technology related costs, making productive use of resources and operating at maximum efficiency.

CITO Laughran also reported that following week-long demonstrations by Datatel and SunGard, and on the basis of which one provides the better combination of price, technology and available functionality to accommodate the requirements of Framingham State College, a contract will be awarded by June 2006.

## **ACADEMIC AFFAIRS**

Vice President Martin reported on the following Academic Affairs updates:

- **MBA Degree Proposal**

Dean of Graduate & Continuing Education Janet Castleman reported on a proposed new graduate program leading to the Master of Business Administration (MBA) degree at Framingham State College. The MBA proposal builds upon a concentration in business administration that Framingham State

College has been offering for two decades through its master's program in administration, which was approved in the 1970's. The Master of Business Administration is based on a generalist orientation which stresses a strong theoretical foundation in business and economics as well as practical business applications. Philosophically, the program assumes that excellence in managerial decision-making requires an understanding of both the internal aspects of the modern business enterprise and the external environment in which it functions. To acquire this understanding, students in the program are exposed to both quantitative and non-quantitative problem-solving techniques within the context of broad economic and business principles. At the completion of the program, students are expected to be able to analyze problems in business situations, to communicate proposed solutions clearly in both written and oral form, and to utilize specific techniques in the areas of economics, finance, marketing, and management. The MBA consists of twelve courses (48 credits), which includes ten core and two elective courses. In addition, students are required to fulfill five foundation areas. Students may take courses in any sequence subject to the following general requirements:

1. Students must observe prerequisites. Courses taken without the proper prerequisite will not be applicable to the student's degree requirements unless written approval is obtained from the student's advisor.
2. 21.984 Seminar: Advanced Topics in Strategic Management is the culminating course in the student's program and can only be taken during the final semester. Registration requires prior written approval from the Associate Dean of Graduate and Continuing Education. Students will not be permitted to fulfill this requirement with a course transferred from another institution. Exceptions may be made for students taking an elective course over the summer and requires written approval by the advisor.

The College believes that the MBA program will serve to support Framingham State College's mission, and is confident that the region will benefit from this part-time affordable Program.

The MBA proposal is currently being reviewed by two external reviewers. The Board of Higher Education requests that the College's Board of Trustees grants official approval of the proposal.

Following discussion:

\*\*\*\*\*

On motion duly made and seconded, it was

VOTED: Unanimously, to grant official approval of the proposal to offer a Master of Business Administration (MBA) degree at Framingham State College, and to submit the proposal to the Board of Higher Education for final approval.

\*\*\*\*\*

• **Reappointments, Tenure & Promotions:**

Dr. Martin provided background information for personnel actions, including 3<sup>rd</sup> and 4<sup>th</sup> Year Reappointments, Award of Tenure, and Faculty Promotions. Faculty reappointments are recommended during the tenure track process. More extensive committees are formed for each candidate being recommended for

tenure and promotion, with recommendations to the Academic Vice President, and presented to the Board of Trustees for approval.

Following discussion:

\*\*\*\*\*

On motion duly made and seconded to vote on all Personnel Action Items, it was

VOTED: Unanimously, to approve all Personnel Actions: Award of Tenure; Promotion; 3<sup>rd</sup> Year Reappointments; 4<sup>th</sup> Year Reappointments; Tenure Track Appointments; Faculty Promotions; Full Time Temporary Appointments; Retirement; Resignation; Termination; Change of Status; Correction of Full Time Temporary Appointment

\*\*\*\*\*

### **STUDENT AFFAIRS**

- **First Year Foundations Program:**  
Vice President Martin and Associate Vice President of Academic Affairs & Dean of Students Susanne Conley reported on the progress of the Framingham State College Foundations program. The Framingham State College Foundations program assists first-year students with the transition from high school to college and fosters their commitment to a college education. In small, introductory level classes, faculty and staff support first-year students in their intellectual, social and ethical development as members of the college community. The Foundations program courses promote the skills and habits necessary for academic success. Materials, assignments and activities in Foundations courses foster self-reliance, personal responsibility, effective use of campus resources and integration into the college community as well as to better retention and graduation rates.
- Sixty-five Framingham State College students have been invited to present the results of their student research at an Undergraduate Research Conference in Boston.
- Eighty-eight freshmen, who have maintained a GPA of 3.5 or higher in their first semester at the College, will be initiated into the Alpha Lambda Delta Honor Society on April 2.

### **ENROLLMENT MANAGEMENT**

- Interim Dean of Enrollment Management Canella stated that the Annual Accepted Student Program will be held on Saturday, April 8. More than 1,500 students and their families will have the opportunity to visit with College representatives and tour the residence halls. Undergraduate applications are up over 5%, acceptances up 3% overall. To date, 529 freshmen have deposited for the fall semester.
- As part of the College's outreach efforts, 38 middle school students and their teachers from the Butler Middle School, Lowell, attended a *Kids to College* program at Framingham State College on March 24<sup>th</sup>.

### **DEVELOPMENT & ALUMNI RELATIONS**

Executive Director Quebec reported on the following:

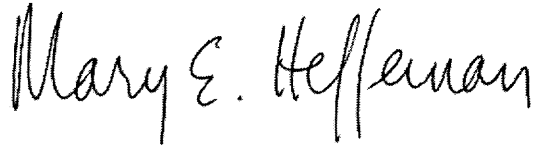
- Plans are underway for Alumni Reunion Weekend 2006 which will be held on Saturday, June 3<sup>rd</sup> and Sunday, June 4<sup>th</sup>.
- Six alumni have been recommended for this year's Awards of Excellence.

- At the March 28<sup>th</sup> meeting of the Framingham State College Alumni Association Margaret Guardiani, FSC '77, was appointed to serve as President of the Association, and Michael Fabbri, FSC '80, as Vice President.
- The College is pleased to announce that alumni member benefits now include savings on auto and home insurance.
- Annual giving reached \$525,000 which is \$75,000 ahead of the same period last year.

OTHER BUSINESS

There being no further business, the meeting adjourned at 9:20 p.m.

Respectfully submitted,



Mary Beth Heffernan  
Chair  
Framingham State College Board of Trustees



Dr. Philip Dooh  
Executive Secretary, Board of Trustees

**FRAMINGHAM STATE COLLEGE**

**BOARD OF TRUSTEES MEETING  
ATTACHMENT II**

**March 30, 2006**

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**TRUSTEE DISCUSSION ITEM**

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**DISCUSSION ITEM: FY2007 Budget Update**



# FRAMINGHAM STATE COLLEGE

## **FY2007 Budget Discussion**

Level Service, Prior Commitments,  
and New Investment Support  
*~ March BOT Update*

March 30, 2006

# Contents

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# State Support

The major unresolved variable in the development of the FY2007 budget is the amount of state maintenance appropriation support that will be provided to the college. The Board of Higher Education has recommended a \$2.7M or 13.3% increase for Framingham State College while the Governor's Budget (House 1) would provide a \$1.2M or 6.0% increase. Based on past precedent and discussions with legislators, the current budget has been developed assuming a \$1.4M or 7.0% increase in state appropriation support.

Recent State Appropriation Support:	FY2007 Budget Assumption:	\$22.0 Million (7.0% increase)
FY2001:	\$22.2 Million	
FY2002:	\$22.8 Million	
FY2003:	\$21.2 Million	
FY2004:	\$18.7 Million	
FY2005:	\$19.6 Million	
FY2006:	\$20.5 Million	

## Funding for Massachusetts Higher Education Status of FY 2007 Budget Request

	FY 06	BHE Request			House 1			Current Budget Assumption		
		FY 07	Var to FY06	% Increase	FY 07	Var to FY06	% Increase	FY 07	Var to FY06	% Increase
State Colleges										
Framingham State College	20,541,080	23,278,005	2,736,925	13.3%	21,764,905	1,223,825	6.0%	21,981,080	1,440,000	7.0%
Total State Colleges	189,048,051	202,547,170	13,499,119	7.1%	198,382,301	9,334,250	4.9%	199,067,598	10,019,547	5.3%

# FY2007 Cost Items

Cost items to be considered as part of development of the FY2007 budget include the need to address level service costs, prior commitments, and proposed new investment in support of strategic priorities.

Funding sources include State Appropriations that support personnel costs; the College Operations fee for all other general operations costs; other Trust Fund fees including the College Center fee for specific programs and services; and, charges for Room and Board.

Funding Sources/Cost Items			
	<u>Level Service</u>	<u>Prior Commitments</u>	<u>New Investment</u>
State Appropriations	Collective Bargaining Costs	Faculty and Staff Positions Full Time Replacements	FTT/Tenure Track Conversions
College Operations	Inflationary Costs	Retention Initiatives	Administrative Mgt. System
College Center Fee		College Center Debt Service	Ctg. Ctr. (4 <sup>th</sup> and 5 <sup>th</sup> floor) Renovation Program
Room Rent	Collective Bargaining Costs/ Inflationary Costs	Debt Service Commitments/ Housing Financial Aid	Summer 4 of 5-Year Renovation Program
Board	Inflationary Costs	Debt Service Commitments	

# FY2006 Cost Items – Aggregate Incremental Funding

## Summary

Anticipated State Appropriation funding would address \$1.4 million dollars of projected incremental costs associated with collective bargaining agreements and restoration of full-time positions; this funding mitigates the need for student charges increases. College Operations support provides funding for non-personnel inflationary expenses, retention initiatives, and a new student information system. College Center fee support provides debt service funding related to renovation of the College Center. Room rent support provides funding for personnel salary adjustments, inflation expenses, and support for the residence halls' five-year repair program as well as expansion of housing financial aid. Board charges provide support for food service inflationary costs and debt service commitments relating to dining expansion. Under this scenario, commuter students would experience tuition and fee increase of \$450 while resident students would experience tuition and fee, room and board increase of \$992.

Cost Items - Aggregate Support				Incremental Cost	per FTE Student Cost
	Level Service	Prior Commitments	New Investment		
State Appropriations	\$1,150,000	\$210,000	\$80,000	\$1,440,000	\$0
College Operations	\$210,000	\$150,000	\$690,000	\$1,050,000	\$350
College Center Fee		\$180,000	\$120,000	\$300,000	\$100
Room Rent	\$131,000	\$265,000	\$117,000	\$513,000	\$342
Board	\$210,000	\$90,000		\$300,000	\$200
<b>Incremental Costs</b>	<b>\$1,701,000</b>	<b>\$895,000</b>	<b>\$1,007,000</b>	<b>\$3,603,000</b>	
<b>Per FTE Student Cost</b>	<b>\$302</b>	<b>\$345</b>	<b>\$345</b>		<b>\$992</b>

*(accounting for state appropriation subsidy)*

# Projected Cost Comparisons – Day Students

At the level of recommended fee increases, comprehensive costs for tuition and fees and room and board at Framingham State College are projected to remain among the lowest in the state college segment for the AY2006-2007 year.

## State Colleges Student Cost Comparison: AY 2006-2007

### Projected Tuition and Fees, Room and Board

*Sister Colleges Costs inflated 5% (estimate) for tuition and fees, room and board.*

	Projected			FY07 <u>Projected Total</u>
	FY07 Resident <u>Tuition and Fees</u>	FY07 <u>Room</u>	FY07 <u>Board</u>	
Bridgewater	\$5,781	\$4,275	\$2,694	\$12,750
Fitchburg	\$5,302	\$4,113	\$2,520	\$11,935
<b>Framingham</b>	<b>\$5,449</b>	<b>\$4,381</b>	<b>\$2,360</b>	<b>\$12,190</b>
Mass. Liberal Arts	\$5,897	\$4,284	\$2,748	\$12,929
Salem	\$5,874	\$5,222	\$2,636	\$13,732
Westfield	\$5,941	\$4,300	\$2,205	\$12,446
Worcester	<u>\$5,334</u>	<u>\$5,422</u>	<u>\$2,520</u>	<u>\$13,276</u>
Sister Colleges Average	\$5,688	\$4,603	\$2,554	\$12,845
Framingham Rank - Sister Colleges				<b>2<sup>nd</sup> Lowest</b>
FSC \$ Difference from Avg.	-\$239	-\$222	-\$194	<b>-\$655</b>
FSC % Difference from Avg.	-4.2%	-4.8%	-7.6%	<b>-5.1%</b>

# Potential Impact of "Circuit Breaker" Legislation

"Circuit Breaker" Impact Analysis: Most Restrictive Proposal (Senate Language)

3/21/2006

**Circuit Breaker Scenarios:**

- 1) If State Appropriations is less than the prior year:  
College has full authority to set fees
  - 2) If State Appropriations is more than the prior year but below "full funding":  
College has authority to increase fees to make up remaining 50% of annual funding gap
  - 3) If State Appropriations is more than the prior year and at "full funding":  
College has authority to increase fees by 3-year average of CPI
- All scenarios provide appeal process to Board of Higher Education

**Impact Examples**

**FSC FY2007 Budgeted Revenue Requirement**

Current Recommended FY2007 Budget Increase - Revenue		
State Appropriations	\$1,440,000	-- assumption of 7.0% increase
College Operations (College Center fee debt exclusion assumption)	\$1,050,000	-- assumption of \$350 (7.0%) increase
<b>Total FY2007 Revenue Requirement</b>	<b>\$2,490,000</b>	
<b>FY2007 "Full Funding" Amount (BHE FY2007 Budget)</b>	<b>\$23,278,005</b>	

**Scenario 1 - Funding Below Last Year**

FY2006 ("Prior Year") State Appropriation	\$20,541,080	
Assumed FY2007 State Appropriation (\$1 less)	\$20,541,079	- (\$1) (0.0%) change
Difference from Annual "Full Funding" Amount	-\$2,736,926	
Full authority to raise fees - Assumption: fully meet revenue req.	\$2,490,001	
<b>Amount of fee increase authority:</b>	<b>\$830</b>	<b>- 16.6% increase</b>
<b>Total Revenue Increase</b>	<b>\$2,490,000</b>	<b>- 100% of budgeted revenue requirement</b>

**Scenario 2 - Funding Increase but not at "Full Funding"**

FY2006 ("Prior Year") State Appropriation	\$20,541,080	
Assumed FY2007 State Appropriation (Current Budget Basis)	\$21,981,080	~ \$1,440,000 (7.0%) increase
Difference from Annual "Full Funding" Amount	-\$1,296,925	
50% of this amount capable to be addressed through fees	\$648,463	
<b>Amount of fee increase authority:</b>	<b>\$218</b>	<b>- 4.4% increase</b>
<b>Total Revenue Increase</b>	<b>\$2,088,463</b>	<b>- 84% of budgeted revenue requirement</b>

**Scenario 3 - Funding at "Full Funding"**

FY2006 ("Prior Year") State Appropriation	\$20,541,080	
Assumed FY2007 State Appropriation (BHE Recommendation)	\$23,278,005	~ \$2,736,925 (13.3%) increase
Difference from Annual "Full Funding" Amount	\$0	
3.3% (CPI avg) increase authorized for fees	\$494,901	
<b>Amount of fee increase authority:</b>	<b>\$165</b>	<b>- 3.3% increase</b>
<b>Total Revenue Increase</b>	<b>\$3,231,826</b>	<b>- 130% of budgeted revenue requirement</b>

**FRAMINGHAM STATE COLLEGE**

**BOARD OF TRUSTEES MEETING  
ATTACHMENT III**

**March 30, 2006**

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**TRUSTEE DISCUSSION ITEM**

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**DISCUSSION ITEM: FY2005 Independent Audit Follow Up**



FRANCIS J. DINNEEN  
Senior Vice President  
Client Manager

March 10, 2006

Mr. Joseph Calapa  
Director, Financial Services  
Framingham State College  
100 State Street, PO Box 9101  
Framingham, MA 01701-9101

Dear Mr. Calapa,

This letter will certify that all funds on deposit at Bank of America from Framingham State College are fully collateralized over the limits of FDIC insurance. Bank of America's automated collateral system groups all accounts by federal TIN. Because the college shares the federal TIN of the Commonwealth of Massachusetts, the accounts of Framingham State are included under the Commonwealth of Massachusetts's collateral agreement.

Bank of America provides the Commonwealth of Massachusetts "perfected collateral" on all funds on deposit. Through our fully automated collateral system, Bank of America deposits securities into an account under the name of the Commonwealth of Massachusetts at the Bank of New York. All Commonwealth accounts are monitored daily. Each day we pledge 102% of the collected balance in all accounts in excess of FDIC insurance limits. Weekly reports of the amount and description of the securities is provided to the Commonwealth as well as a monthly summary. This process is fully automated which insures that the Commonwealth is never under collateralized.

If you have any questions related to this collateral system, or the coverage for Framingham State College, please call me at any time.

Sincerely,



Francis J. Dinneen  
Senior Vice President



# FRAMINGHAM STATE COLLEGE

100 State Street, P.O. Box 9101  
Framingham, Massachusetts 01701-9101

Dr. Philip M. Doohar  
Interim President

Tel 508-626-4575 Fax 508-626-4002  
e-mail: phild@frc.mass.edu

## **ATTACHMENT III(a)**

March 15, 2006

Dr. Judith I. Gill  
Chancellor  
Board of Higher Education  
One Ashburton Place  
Boston, MA 02108

Dear Chancellor Gill:

I am pleased to submit this Letter of Intent to offer a graduate program leading to the Master of Business Administration (MBA) degree at Framingham State College.

### **Proposal Development**

The MBA proposal builds upon a concentration in business administration that Framingham State College has been offering for two decades through its master's program in administration, which was approved by the Board in the 1970's.

During the 2005 academic year, the Division of Graduate and Continuing Education and the Department of Economics and Business began discussing the development of an MBA program. A main impetus for such action is the value that is attached to the MBA degree by current and prospective students, alumni and employers. In the spring 2005, the faculty of the Economics and Business Administration Department, with the support of the administration, revised the existing graduate business administration curriculum to meet academic requirements for an MBA program. New courses were developed to ensure that the major functional areas of business are covered: Information Technology in Business, Project Management, Corporate Financial Reporting and Analysis, and International Business. The curriculum and proposed degree requirements -- expanded from 40 to 48 credit hours -- provide the academic breadth and depth appropriate for an MBA program.

The proposal for an MBA program was approved through college governance. The proposal was developed and approved by the Economics and Business Administration Department, then submitted to and approved by the Graduate Education Council. The proposal was then approved by the Vice President for Academic Affairs, and the President of the College. It will be brought to the Board of Trustees for approval at their meeting on March 30, 2006.

### **Purpose and Goals**

An important part of the College's mission is "to fulfill the workforce needs of the Commonwealth with an emphasis on the rapidly growing high technology and service region known as the MetroWest." Framingham State College is the only public institution of higher learning located in the MetroWest region. The MBA degree program is designed to address the general management education needs of adult working professionals in the greater MetroWest area,

while also responding to the workforce education needs expressed by the community, region, and Commonwealth.

The MBA program will provide students a foundation of knowledge and skills in the following areas:

#### Knowledge

- Ethical and legal responsibilities in organizations and society.
- Financial theories, analysis, reporting and markets.
- Creation of value through the integrated production and distribution of goods, services and information.
- Group and individual dynamic in organizations.
- Statistical data analysis and management science as they support decision-making processes throughout an organization.
- Information technologies as they influence the structure and processes of organizations and economics, as they influence the roles and techniques of management.
- Domestic and global economic environments of organizations.

#### Skills

- Formulating short-term and long-term business plans.
- Communicating effectively with mid-to-high level executives and stakeholders.
- Identifying strategic opportunities.
- Producing or reviewing simple risk assessments.
- Producing and interpreting project plans.
- Creating control and evaluation models or processes.

#### **Need**

The MetroWest Economic Research Center (MERC) at Framingham State College maintains employment data for the region's Cohesive Commercial Statistical Area™ (CCSA). MERC has documented remarkable growth in employment and wages as well as major changes in the type and location of MetroWest industrial employment over the past two decades.

Since 1980, the number of organizational employment units in the MetroWest CCSA has risen by 90.4%, from 3,200 to 6,700 separate places of employment. The greater MetroWest region is now home to small to medium-sized businesses as well as large national firms, such as Acosta, BJ's Wholesale Club, Bose Corporation., Boston Scientific, Cognex Corporation, Computer Associates, Concord Communications, EMC Corporation, Genzyme, Hewlett Packard Corporation, Ken's Foods, Microsystems, Raytheon, Siemens, Staples, Inc., TJX Corporation, and the U.S. Army Natick Laboratories.

As a consequence of the region's service and technology-oriented economy, we project strong demand for an affordable, accessible, quality, part-time MBA program. The demand for an MBA has been documented through inquiry at initial advising sessions and through surveys of regional employers and graduates of our master's program. Regrettably, many prospective students are dissuaded from enrolling in our existing graduate program because it does not lead to the MBA. It is our belief that a part-time MBA program offered by Framingham State College will complement, rather than compete with, other MBA programs in the greater region.

In addition to the current demand for the MBA in the MetroWest region, future demand is expected to increase significantly. Since the undergraduate business major is very popular in the college's day and evening programs, this is expected to act as a feeder to the MBA program after students graduate and join the workforce for a few years.

### **Students**

Currently, there are 110 students matriculated in the master's program in administration with a concentration in business administration. Annually, approximately 20-25 students graduate from the program.

During its first year of operation, it is anticipated that the MBA program will attract an enrollment somewhere between 35 and 40 students. Upon full implementation, the MBA program is expected to enroll between 135 and 150 matriculated students over a five year period.

### **Administration and Operation**

The MBA program will be administered by the Division of Graduate and Continuing Education. The program will be administered by a MBA Program Coordinator, the Chairperson of the Economics and Business Administration Department, and the Dean, Division of Graduate and Continuing Education.

In collaboration with the Department of Economics and Business Administration, the Division of Graduate and Continuing Education is in the process of establishing an MBA Advisory Council consisting of executives occupying key managerial roles in business, industry, government, education, health, and non-profit organizations. The Council will play a role in program review and evaluation, formulation of innovative curricula, participation in MBA classes, identifying intern opportunities, and supporting faculty research and development. The Council will be jointly chaired by a key executive and the MBA Program Coordinator, and meet two times a year.

### **Curriculum and Faculty**

The curriculum will be taught by academically and professionally qualified faculty including members of the full-time and part-time faculty from the Department Economics and Business Administration. The College anticipates hiring additional faculty, as needed, subject to the growth of the MBA program. New faculty hires will possess appropriate doctoral credentials qualifying them to teach at the graduate level.

### **Resources**

The College currently provides appropriate resources to support both undergraduate programs and graduate programs in business administration.

The College's Whittemore Library currently serves students in undergraduate and graduate business programs, and will continue to support MBA program resource requirements in terms of institutional materials, electronic data bases, and interdisciplinary data bases for business administration and economics.

The College is committed to providing the appropriate resources necessary to support the MBA program.

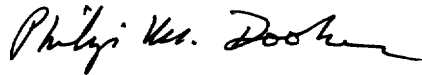
### External Review and Institutional Responses

The MBA proposal is currently being reviewed by two external reviewers, Dr. Richard G. Brandenburg, former Dean of the School of Business Administration and of the Division of Engineering, Mathematics and Business Administration, University of Vermont; and Dr. Frederick J. Kelly, Dean, School of Business Administration, Monmouth University.

In summary, we believe that the MBA program will serve to support Framingham State College's mission. We look forward to submitting the completed Expedited Program Approval Application.

Thank you in advance for consideration of our proposal. If you have questions pertaining to the proposal, please don't hesitate to contact me.

Sincerely,



Philip M. Doohar, Ph.D.  
Interim President

Attachment: Curriculum Outline

cc: Robert A. Martin, Vice President for Academic Affairs  
Janet L. Castleman, Dean, Graduate and Continuing Education  
Robert B. Wallace, Chair, Economics and Business Department

## MASTER OF BUSINESS ADMINISTRATION

### Curriculum Outline

The Master of Business Administration is based on a generalist orientation which stresses a strong theoretical foundation in business and economics as well as practical business applications. Philosophically, the program assumes that excellence in managerial decision-making requires an understanding of both the internal aspects of the modern business enterprise and the external environment in which it functions. To acquire this understanding, students in the program are exposed to both quantitative and non-quantitative problem-solving techniques within the context of broad economic and business principles. At the completion of the program, students are expected to be able to analyze problems in business situations, to communicate proposed solutions clearly in both written and oral form, and to utilize specific techniques in the areas of economics, finance, marketing, and management.

The MBA consists of twelve (12) courses (48 credits), which includes ten (10) core and two (2) elective courses. In addition, students are required to fulfill five (5) foundation areas. Students may take courses in any sequence subject to the following general requirements:

1. Students must observe prerequisites. Courses taken without the proper prerequisite will not be applicable to the student's degree requirements unless written approval is obtained from the student's advisor.
2. 21.984 Seminar: Advanced Topics in Strategic Management is the culminating course in the student's program and can only be taken during the final semester. Registration requires prior written approval from the Associate Dean of Graduate and Continuing Education. Students will not be permitted to fulfill this requirement with a course transferred from another institution. Exceptions may be made for students taking an elective course over the summer and requires written approval by the advisor.

Students must complete a foundation course requirement (600-level course) before enrolling in the graduate level course (900-level course) for which the foundation area is a prerequisite. In addition, students entering the program are expected to be familiar with the Microsoft Office Suite, or equivalent software: Word, Excel, Access, and PowerPoint.

#### Foundation Course Requirements:

- 12.610 Economic Analysis
- 12.621 Financial Accounting for Administrators
- 12.632 Managerial Accounting (Prerequisite: 12.621)
- 12.643 Marketing Theory (Prerequisite: 12.610)
- 12.676 Statistical Analysis for Managers

Note: Enrollment in 600-level foundation courses apply only toward satisfying foundation course requirements and do not count toward graduate credit required of the MBA degree program.

Under circumstances described below, 600-level foundation courses may be waived.

Students must demonstrate proficiency in the following five areas: financial accounting, managerial accounting, economics, marketing and statistics. Proficiency may be demonstrated in one of the following ways:

1. Appropriate academic coursework completed at the undergraduate level. Such courses should have been completed no more than five (5) years before the student applies to the program, with a grade of at least B-. The Admissions Committee will evaluate each applicant's academic record to determine whether foundation requirements have been met.
2. Students without appropriate prior academic coursework but with proficiency in a particular foundation area may take a CLEP test in an appropriate subject area, or may request a Department waiver.
3. Successful completion of the appropriate foundation course.

## MASTER OF BUSINESS ADMINISTRATION

### Curriculum Outline

Major Required (Core) Courses (Total # of courses required = 10)

Course Number	Course Title	Credit Hours	Prerequisite(s)
12.909	Information Technology in Business	4	None
12.915	Business and Its Environment	4	All Foundation Courses
12.942	Marketing Management	4	12.610 or 12.643
12.951	Human Resource Management	4	12.610 and 12.904
12.962	The Economics of Organizational Design	4	12.610
12.974	Operations Management	4	24.904
12.976	Quantitative Analysis	4	12.676
12.978	Financial Management	4	12.610 and 12.621
12.984	Seminar: Advanced Topics in Strategic Management	4	All Core and Elective Courses
24.904	Management and Leadership	4	None
	Subtotal # Core Credits Required	40	

Elective Course Choices\* (Total courses required = 2)

12.930	International Business	4	All Foundation Courses and 24.904
12.945	Investments	4	None
12.950	Labor Management Relations	4	12.610 and 24.904
12.960	Project Management	4	12.909
	Subtotal # Elective Credits Required	8	

### Curriculum Summary

Total courses required for the degree	12
Total credit hours required for degree	48

FRAMINGHAM STATE COLLEGE

BOARD OF TRUSTEES MEETING  
ATTACHMENT IV

March 30, 2006

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**TRUSTEE ACTION ITEM**

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MOTION: To approve all Personnel Actions



**PERSONNEL ACTIONS**

**AWARD OF TENURE**

Abdelgadier, Osama	Assistant Professor Geography	Effective: 09/01/2006
Alter, Robert	Assistant Professor Communication Arts	Effective: 09/01/2006
Bodack, Louise	Assistant Professor Chemistry	Effective: 09/01/2006
Breuning, Cornelia	Assistant Professor Computer Science	Effective: 09/01/2006
D'Andrea, Joseph	Assistant Professor Psychology	Effective: 09/01/2006
Gao, Zhenguang	Assistant Professor Computer Science	Effective: 09/01/2006
Hodge, Jessica	Assistant Professor Family & Consumer Sciences	Effective: 09/01/2006
Lambert, Walter	Assistant Professor Biology	Effective: 09/01/2006
Lee, Eileen	Assistant Professor Mathematics	Effective: 09/01/2006
Martin, Jonathan	Assistant Professor Sociology	Effective: 09/01/2006
Perry, Elizabeth	Assistant Professor Art & Music	Effective: 09/01/2006
Snyder, Margaret	Assistant Librarian Whittemore Library	Effective: 09/01/2006

PROMOTION

Morrissey, Shawn	Associate Director Financial Aid	Effective: 03/31/2006
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3<sup>RD</sup> YEAR REAPPOINTMENTS

Eck, Lisa	Assistant Professor English	Effective: 09/01/2006
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Levandosky, Julie	Assistant Professor Mathematics	Effective: 09/01/2006
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Perman, Karen	Assistant Professor Economics & Business Admin.	Effective: 09/01/2006
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Prehar, Cynthia	Assistant Professor Psychology & Philosophy	Effective: 09/01/2006
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4<sup>TH</sup> YEAR REAPPOINTMENTS

Davis, Aline	Assistant Professor Biology	Effective: 09/01/2006
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Galvin, Paul	Assistant Professor Psychology & Philosophy	Effective: 09/01/2006
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Kali, Audrey	Assistant Professor Communication Arts	Effective: 09/01/2006
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Krainz, Thomas	Assistant Professor History	Effective: 09/01/2006
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Rahman, Sandra	Assistant Professor Economics & Business Admin.	Effective: 09/01/2006
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Silver, Ira	Assistant Professor Sociology	Effective: 09/01/2006
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VanRoo, Brandi	Assistant Professor Biology	Effective: 09/01/2006
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TENURE TRACK APPOINTMENTS

Bruno, Paul	Assistant Professor Philosophy	Effective: 09/01/2006 Annual Salary Rate: \$48,500.40
Hall, Andrew	Assistant Professor Economics & Business Admin.	Effective: 09/01/2006 Annual Salary Rate: \$52,000.00
Lynne, Patricia	Assistant Professor English	Effective: 09/01/2006 Annual Salary Rate: \$48,500.40
Page, Robert	Assistant Professor Mathematics	Effective: 09/01/2006 Annual Salary Rate: \$49,000.12
Rutter, Virginia	Assistant Professor Sociology	Effective: 09/01/2006 Annual Salary Rate: \$48,000.16

FACULTY PROMOTIONS

Cordeiro, Emilce	To Associate Professor Modern Languages	Effective: 09/01/2006
Dargan, Susan	To Associate Professor Sociology	Effective: 09/01/2006
Holloway, Loretta	To Associate Professor English	Effective: 09/01/2006
Lambert, Walter	To Associate Professor Biology	Effective: 09/01/2006
Mabrouk, Sarah	To Associate Professor Mathematics	Effective: 09/01/2006
Parker, Lynn	To Associate Professor English	Effective: 09/01/2006
Perry, Elizabeth	To Associate Professor Art & Music	Effective: 09/01/2006
Perry, Evelyn	To Associate Professor English	Effective: 09/01/2006

FACULTY PROMOTIONS, CONT.

Salmassi, Mohammad	To Professor Mathematics	Effective: 09/01/2006
Scandrett, Julia	To Professor English	Effective: 09/01/2006
Silver, Ira	To Associate Professor Sociology	Effective: 09/01/2006
Zampini, Charlotte	To Associate Professor Biology	Effective: 09/01/2006

FULL TIME TEMPORARY APPOINTMENTS

Capparelli, Margo	Assistant Professor Sociology	Effective: 01/15/2006 - 05/31/2006 Annual Salary Rate: \$45,154.20
Corea, Elizabeth	Instructor Communication Arts	Effective: 01/15/2006 - 05/31/2006 Annual Salary Rate: \$41,819.44
Galvin, Priscilla	Instructor Sociology	Effective: 01/15/2006 - 05/31/2006 Annual Salary Rate: \$37,000.08
Johnson, Jeffrey	Instructor Communication Arts	Effective: 01/15/2006 - 05/31/2006 Annual Salary Rate: \$38,586.60
Sebor-Cable, Pamela	Instructor Consumer Sciences	Effective: 01/15/2006 - 05/31/2006 Annual Salary Rate: \$37,576.76

RETIREMENT

Simonson, Larry A.	Professor Chemistry & Food Science	Effective: 05/31/2006
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RESIGNATION

Burke, Kelly	Assistant Professor Art & Music	Effective: 05/31/2006
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March 30, 2006

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TERMINATION

Bergman, Debra

Assistant Director  
Development

Effective: 02/07/2006

CHANGE OF STATUS

Kittler, Jacquie

Staff Assistant  
Business Office

Effective: 03/19/2006

From: FTE 1.00

To: FTE .93

CORRECTION OF FULL TIME TEMPORARY  
APPOINTMENT

Lawless, Lucille

Instructor  
Sociology

From: 09/01/2005 - 05/31/2006

To: 09/01/2005 - 01/14/2006