9-18-2003

Board of Trustees Meeting Packet, September 18, 2003

Framingham State University

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History and Calendar of Events

Normal Hall, 1853
150th Celebration: Fall Calendar of Events

Sept. 10 - 25
“What we wore . . . who we are . . . 150 years at Framingham State College.” Exhibit of historic collection pieces, costume reproductions, and contemporary apparel.
Mazmanian Gallery. Reception, Sept. 10, College Center Concourse, 5:00-7:00 p.m.

Sept. 30 - Nov. 26
Artist’s Talk and Reception, Sept. 30, 1839 Room, 4:30-6:30 p.m.

Oct. 4
“Celebrating the History of Teacher Education in Framingham.” (Homecoming event) Displays: panel discussions with faculty, alumni, and community members. A celebration of the College’s rich history and continuing leadership in teacher education. Library Mezzanine, 10:00 a.m.- Noon.

Oct. 20
“Music of the Civil War,” with Mark Evans (tenor), Margaret O’Keefe (soprano), James Busby (pianist), and the FSC Chorus. Ecumenical and Cultural Center, 1:30 p.m.

Dec. 1 - 5

Dec. 2
“For the Greater Good: Mary Miles Bibb, Pioneer Black Abolitionist, Educator, and Publisher.” A talk by Dr. Afua Cooper on Mary Miles Bibb, Class of 1843, first African-American graduate.
Ecumenical and Cultural Center, 7:30 p.m.

Dec. 9
An Illustrated Reading of Charles Dickens’ A Christmas Carol, by Dr. Helen Heineman. A recollection of the 1867 reading in Boston. Ecumenical and Cultural Center, 7:30 p.m.

Dec. 13
Gala Celebration Dinner, Forum, 7:30 p.m. Reception, Fireplace Lounge, 6:00 p.m.

Documentary Film, “150 Years on Bare Hill: Framingham State College and its Community,” by Professor Robert Johnson with Dr. Alan Feldman, will be shown.

Ongoing in the Whittemore Library:

- 150th Celebration Tree
- Library exhibitions
- Bibliography of children’s books from the past 150 years

1853  The Normal School, established in 1839 by Horace Mann, moved to its current location on Bare Hill in Framingham. It had outgrown its two previous sites in Lexington and West Newton.

1881 Olivia Davidson graduated and became women's principal at Tuskegee Institute in Alabama and assistant to its founder, Booker T. Washington, later her husband.

1889 May Hall, named for Abby May of the State Board of Education, was completed and opened in time for the half-century celebration.

1896 The Practice School in May Hall was opened to all children living in the Centre Village area of Framingham.

1898 The Boston Normal School of Cookery was transferred to the Framingham Normal School, and the Household Arts Department was established.

1900 On the occasion of its bicentennial, the Town of Framingham adopted its town seal, which, in recognition of the College's importance to the Town, included an image of May Hall.

1915 The Practice School moved off campus to the Jonathan Maynard School in Framingham.

1923 The first four-year degrees were awarded.

1932 The Normal School name was changed to State Teachers College at Framingham, and the title of "Principal" to "President."

1942 The College was accredited by the American Association of Colleges for Teacher Education.

1959 The College was empowered to grant B.A. and B.S. degrees.

1960 The College officially received the title of State College at Framingham.
1961 The M.Ed degree was authorized.
1964 Male students were enrolled for the first time.
1968 The College was officially named Framingham State College.
1969 M.A. and M.S. degrees were approved.
1970 Christa Corrigan McAuliffe, Challenger astronaut, teacher and native of Framingham, graduated.
1972 A new and expanded curriculum was adopted, offering a wide range of liberal arts and sciences programs.
1974 The College established a strong partnership with the new Danforth Museum, Framingham, after playing a significant role in the Museum's foundation.
1985 The Arts & Humanities Series was initiated, bringing a wide range of speakers and artistic performances to campus.
1986 The Christa Corrigan McAuliffe Center for Teaching Excellence was established in order to continue the educational mission of Christa McAuliffe.
1997 The Marion Scherner Leonhard Multimedia Lab was opened.
1998 The first technology classrooms, with distance-learning and state-of-the-art instructional technology capabilities, were opened.
1999 Helen L. Heineman was appointed first woman President.
2000 The Town of Framingham was awarded an honorary Doctor of Public Administration degree to mark the occasion of the Town's tercentennial and the special relationship between the College and the Town.
2000 The renovated Ecumenical and Cultural Center was opened.
2001 The Athletic and Recreation Center was opened.
2002 Framingham State College was the first public college in New England to require wireless laptop computers.
2002 Framingham State College was named by Kiplinger's Magazine as one of the top 100 public colleges in the United States.
2003 The Arthur M. Doyle Technology Center was dedicated.
Framingham State College

Board of Trustees

September 18, 2003

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

Trustees Gardner and Vrabel, joined the meeting at 4:00 p.m. Trustee Hunt joined the meeting at 7:00 p.m.

Trustee Kane was unable to attend the meeting.

Chairman Hiatt called the meeting to order at 1:15 p.m.

**CHAIRMAN'S REPORT**

Chair Hiatt welcomed all members of the Board of Trustees to the first meeting of the 2003-2004 academic year.

**APPROVAL OF THE MINUTES:**

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On motion duly made and seconded, it was

VOTED: Unanimously to approve the May 21, 2003 minutes, as presented.

************

Chair Hiatt requested that the Board of Trustees enter into Executive Session for the purpose of discussing litigation. Drs. Dooher and Hamel, and Michael Coppock, Esquire were invited to remain. A roll call vote was taken to permit Robert Richards, Esquire, President of the Framingham State College Alumni Association, to remain.

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On motion duly made and seconded, it was

VOTED: to enter into Executive Session.

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The Chair announced that the Board would return to public session following Executive Session.

Following Executive Session, Chairman Hiatt reconvened the full Board meeting at 2:45 p.m.

Chair Hiatt reported on the appointment of State College Trustee Representative Peter Alcock to the Board of Higher Education. Mr. Alcock was chosen from a highly qualified pool of candidates, and has been active in corporate development, and restoring under-performing companies for over thirty years. His career has included several CEO positions and board seats on nationally and internationally known companies. In 1999, Mr. Alcock was appointed Trustee of Fitchburg State College, and was elected as Chair of their Board of Trustees in May 2001. Chair Hiatt and Peter Alcock will meet at Framingham State College on September 25.

PRESIDENT’S REPORT:

The President invited the members of her management team to join the afternoon session of the Board of Trustees’ meeting. Dr. Heineman began by commending Chief Information Technology Officer Patrick Laughran and his department for their efforts in resolving problems related to Internet access and the worm virus that affected the campus over the past two weeks.

- Mr. Laughran reported that the College has been named a recipient of the CampusEAI Oracle portal grant award. The grant will provide Framingham State College with approximately $1.1 million worth of Oracle software and professional services from CampusEAI, in partnership with Oracel Corporation. Once the portal is fully developed, it will be used to provide personalized information services via the Worldwide Web to Framingham State College students, faculty and staff.
- Facilities Director Mike Hinkley reported on capital projects being undertaken, including new parking lots, athletic field renovations, and residence hall repairs.
- Chief Brad Medeiros, and the Department of Public Safety & Police Services, continue to be “key players” in the smooth operation of the College.
- Newly appointed Director of Human Resources Elaine O’Sullivan has joined Framingham State College, after a six-year period with the Boston Police Department. Ms. O’Sullivan has already begun work on implementation of the Early Retirement Incentive Program, and on searches for a Dean of Graduate & Continuing Education and an Executive Director of Development & Alumni Relations.

President Heineman reported on the Board of Higher Education Presidents’ Retreat which was held this summer. The major item on the agenda was the
Board of Higher Education Performance Measurement System, and the development of a 5 year Strategic Plan to be coordinated with the Colleges' Strategic Plans. A large part of the day's activity focused on a review of the current and proposed Performance Indicators. At present, there are 9 indicators in place; this will increase to 13 by next year, and by 2006, there will be 30 such indicators. The Board also announced that the present Mission Implementation Plan, which has been used to track performance on previously agreed Mission Priorities, will now be replaced by a Strategic Initiatives Plan, consisting of the following 5 items: Cost efficient use of resources and efficient fiscal management; Higher Education collaboration; K-12 collaboration; Workforce Development; Improving performance on key performance indicators in which the institution had previously found some weakness. The Board has delayed the due date of this report to November 1.

- The APA and AFSCME contracts remain unpaid. Members of these unions are critical to the daily functioning of our state colleges, and the Presidents have designated the funding of these contracts a first priority.

- Development Update: Effective September 15, the Office will report to the Vice President for Administration and Finance & Institutional Development. A new Executive Director will be hired by October 31, 2003. The Development and Alumni Relations Office will be relocated to Dwight Hall. The College's Annual Fund will be renamed the Legacy Fund, effective September 2003.

- The College continues to celebrate its 150 years in Framingham. The Arcadia Press book on Framingham State College is now available in the Bookstore. A 150th Timeline is nearing completion, and will be on display in the Whittemore Library. The President asked the Board of Trustees, the Framingham State College Alumni Board, and Framingham State College Foundation Board, for their cooperation in ensuring a capacity crowd of 200 at the December 13 Gala Dinner. A committee, chaired by Dr. Philip Dooher, has begun planning for this event.

- The President invited members of the Board of Trustees to two events to be held in October, in memory of the late Dr. Arthur Doyle: a Memorial Mass in the Ecumenical and Cultural Center on October 27 at 1:30 p.m., and a formal dedication of the Doyle Technology Center on October 29 at 1:30 p.m.

At 4:00 p.m., members of the Board of Trustees were taken on a campus tour, and shown the new parking lots, the athletic fields, the Towers Hall construction, and other campus enhancements.

The Board meeting continued at 7:05 p.m.
President Heineman introduced Ms. Andrea Pickles, Director of Academic Technology Training, who presented an on-line tour of the Framingham State College 150th Website.

ACADEMIC AFFAIRS

- Academic Vice President Judy Klaas reported on the College’s progress in preparation for the site visit by the NEASC accreditation team in spring 2004. All sections of the self-study have been written, and a second draft will be ready by the end of September. Dr. M. Beverly Swan, Provost and Academic Vice President of the University of Rhode Island, will chair the team.
- Dr. Klaas stated that scheduling courses for the Spring 2004 is challenging, due to the uncertainty of the Early Retirement Incentive Program, and the expected retirement of several senior faculty members.
- Vice President Klaas reported that the Wireless Laptop Program continues to run smoothly this fall. The Center for Academic Technology and Distance Education is training increasing numbers of faculty to integrate technology into their classroom teaching.
- A Presidential Advisory Committee will meet to study retention rates of freshmen, as well as six-year graduation rates, and an action plan to address concerns will be created.
- Dr. Klaas reported on a proposed new program at the College, “The Integrated Business and Technology Program.” The Program would expose students to aspects of business and technology required to become successful in management and information technology positions. As distinguished from the traditional Management Information Systems program, the Integrated Business and Technology program will require some applied technological experience. Plans are underway to present this proposal to the Curriculum Committee in the fall, for implementation in the fall of 2004.

ENROLLMENT MANAGEMENT

- Vice President for Enrollment Management & Dean of Admissions Philip Dooher reported positive news on the College’s retention efforts, and attributed this to residence halls opportunities, the College’s recreation facilities, and the Wireless Laptop Program. Dr. Dooher reported on the current admissions statistics, and stated that the College is very pleased with the quality of the pool of candidates, and the overall SAT averages, increasing for a fifth year from 1019 to 1049. 4,214 freshman applications have been received, with 2,320 students offered acceptances, and 625 enrolling. The average weighted high school GPA increased from 2.96 to 3.09. Transfer applications (including readmits), received total 1,041 with 618 offered acceptances, and 389 scheduled to enroll. The Admissions
and Enrollment figures are based on current information, and updated numbers will be reported at the January meeting.

**STUDENT SERVICES**

- Dean of Student Services Cynthia Forrest reported on a large number of returning students this fall, due in part to improved residence hall facilities. Residence Halls occupancy at the beginning of the semester is 104.3%, a reduction of 6.2% from Fall 2002 due to elimination of triples. 47 students remain on a waiting list. Dr. Forrest is pleased to report that there are no triples and a reduced number of temporary spaces in use. When the renovation is completed, it is expected that there will be increased capacity in Towers Hall for 40 students. The College is working with the contractor to develop a strategy to mitigate noise while the elevator shaft is being installed.

- Dr. Forrest presented an update on parking lot expansions and various reassignments. Alterations to the Normal Hill and Maple parking lots are nearing completion. Decals will be mailed to faculty and staff, and access cards for gated lots will be operational by October 13, 2003.

**ADMINISTRATION & FINANCE**

Vice President Dale Hamel reported that the Fiscal Year 2003 Budget came in close to what the College had anticipated. Signed APA and AFSCME contracts have not yet been funded. Hopefully this will be resolved as soon as the Legislature comes into session.

**PERSONNEL REPORT**

Following discussion,

**********

On motion duly made and seconded, it was

VOTED: Unanimously, to approve all Personnel Actions: Appointments; Tenure Track Appointments; Full Time Temporary Appointments; Reappointment Terminal Contract; Promotion; Change of Title; Change of Title & Salary Adjustment; Unpaid Leave of Absence; Resignations; Correction of Title; Faculty Sabbatical Change.

**********

**OTHER BUSINESS**

Chair Hiatt asked for support and approval of the Board of Trustees to advocate for addressing the unfunded APA & AFSCME contracts, when he meets with State College Trustee Representative Peter Alcock on September 25.
On motion duly made and seconded, it was

VOTED: Unanimously to approve such advocacy and support at a meeting with Chair Hiatt and Peter Alcock.

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There being no further business, the meeting adjourned at 8:00 p.m.

Respectfully submitted,

Jerry D. Hiatt
Chairman
Framingham State College Board of Trustees

Dr. Helen Heineman
President
Executive Secretary, Board of Trustees
DISCUSSION ITEM: BHE State College Trustee
Since 1970, Peter Alcock has been active in corporate development and restoring under-performing companies. His career has included several CEO positions and board seats on nationally and internationally known companies.

Alcock was engaged as a strategic management consultant from 1970 to 1980. In 1970, he created an innovative computer lease-financing program for the data entry equipment of Entrex, now a division of Siemens. He then became president of Worcester Baking Company, a regional family-owned bread-baking firm. There he turned around the operations, focused and expanded marketing efforts and helped the family re-establish control. Subsequently he was asked to lead Educator Biscuit Company, a Massachusetts based cookie and cracker baking company whose products were distributed nationally. As president, he led Educator out of substantial Chapter XI losses to break-even operations in one year. The venture capital owners then sold Educator to a group of Educator distributors. In 1975, he co-founded Development Management Consultants (DMC), a national model cities urban development firm that also provided damage assessment and engineering services to the Federal Government after natural disasters. When DMC entered the energy consulting business as DMC Energy in 1980, Alcock left to pursue other interests. DMC Energy was subsequently sold to Honeywell.

In 1980, Alcock acquired controlling interest in M. B. Claff & Sons, a national paper converter in the shoe and gift box business. Claff's bank financing had been called due to excessive losses. Alcock quickly restored the company to profitability and later sold the manufacturing business at a substantial premium. The real estate was retained and leased to Foot-Joy, the golf shoe division of a Fortune 500 company.

In 1987, Alcock acquired U.S. Repeating Arms Co. (USRAC/Winchester) out of Chapter XI bankruptcy, leading a group of American investors and Fabrique National de Belgique (FN). Serving as the underwriter, Alcock completed the acquisition of USRAC/Winchester, negotiating with teams representing the city of New Haven, the state of Connecticut, creditors, labor unions, and Olin Corporation, licensor of the Winchester Trademark. Alcock’s plan of reorganization succeeded over those presented by investment bankers from the United States, Austria, and Belgium. Alcock was subsequently named President and CEO of this New Haven-based, internationally distributed manufacturer of Winchester sporting rifles and shotguns. In one year he restored profitability, increased market share, and substantially increased the productivity of both the workforce and the administration. In December 1990, after the previously planned sale to FN of his and other American investor interests, Alcock left USRAC/Winchester to pursue other business opportunities.

In December 1992, Alcock acquired S. Bent & Bros., a manufacturer of dining room furniture, based in Gardner, Massachusetts. S. Bent, established in 1867, was originally famous for its wood chairs and later known for its dining room furniture and college chairs. After acquisition, he restored S. Bent’s profitability by applying the latest manufacturing technology and by improving the company's image in the marketplace. S. Bent was sold in 2000 to Industrial Renaissance, a spin-off of Kidd Kamm, the New York-based buy-out group.

In December 2000, Alcock acquired Beckwood Services, Inc., a Plaistow, New Hampshire-based manufacturer of electronic controls for automated capital equipment and analytical instruments. Beckwood designs, assembles and tests electronic controls for international customers, including Siemens, Cookson Electronics, Trumpf, Bosch, and Ulvac Japan.

In addition to the companies acquired directly, Alcock has also acted as a financier, strategist, advisor, and turnaround consultant to many other companies, investors and financial institutions.

In 1999, Governor Cellucci appointed Alcock as a trustee of Fitchburg State College, where he has served as Chairman of the Administration and Finance (Audit) Committee. In May 2001, the trustees elected Alcock as Chairman of the Board of Trustees with a mandate to involve the board more actively in the governance of the College.

Alcock is a member of the Association for Corporate Growth, the National Association of Corporate Directors and the Turnaround Management Association. He has served as Vice President and Director of the Boston Chapter of the Association for Corporate Growth and a Director of the Greater Gardner Chamber of Commerce.

Alcock graduated from Northeastern University with a B.S. degree in Economics and Business and studied corporate finance at Northeastern's Graduate School of Business. He currently serves on the Northeastern University National Council. Alcock lives in Weston with his wife and two children.
DISCUSSION ITEM: Strategic Plan Update
STRATEGIC PRIORITIES
FRAMINGHAM STATE COLLEGE

AY2001-2003 Action Steps Status
AY2003-2004 Action Steps Objectives

September 2003
Strategic Priorities:

This Progress Report document provides an update on strategic priorities and progress in accomplishment of proposed action steps as outlined in September 2001. The 2001 study identified, within a strategic planning framework, the key issues facing Framingham State College and proposed action over the next three years (AY2002-AY2004) to forward these priorities. The 2001 study focused on the following issues:

- vision statement
- proposed revised mission statement
- identification of priority issues, and
- proposed action steps.

These components are reviewed in this Progress Report. The "Action Steps" section (beginning on page 7) identifies progress against action originally proposed and accomplishments for AY2002 and AY2003 as well as objectives for AY2004.

Vision

The Vision for Framingham State College is clearly articulated in its motto: “University Learning in a College Environment”

Mission

As a result of the strategic planning exercise in 2001, it was proposed that an addition be made in the opening paragraph of the college’s existing Mission Statement. This change would make the mission statement more descriptive and better capture the college’s full mission by noting that, “The College integrates liberal arts and science programs with a variety of professional programs at the Baccalaureate level and offers Masters degrees in Administration, Education, and Sciences.”

Further, the College wanted to expand its mission emphasis on Nutrition, Dietetics, and Food Technology, unique within the state colleges of Massachusetts, to include a broader umbrella focus on Nutrition, Dietetics, Food Technology, Chemistry, and Biology. This broader focus reflected the College’s integration of applied and foundation sciences. By adding foundation sciences, that are strong academic programs, this revised Mission Priority better reflected the College’s commitment to basic science education.

Finally, the College proposed to add a new mission priority in Business. The Economics and Business Administration Department graduates the largest number of students at the College, with a strong common core of courses and concentrations in economics, financial management, marketing, accounting, and international business. The Business program provides students with special preparation for the new technological economy and, with its six required Economics courses, is unique within the Commonwealth’s public higher education system in providing a strong theoretical foundation in Economics. Furthermore, a number of related business courses, minors and concentrations had been and were proposed to be developed for other academic departments, making the Business focus college wide. This mission priority is also supported by one of the college’s Academic Centers, the MetroWest Economic Research

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Center (MERC). MERC integrates economic research, student development and community outreach; again, unique in the Massachusetts public college system.

Framingham State College Mission Statement
"University Learning in a College Environment"

Framingham State College was founded by Horace Mann in 1839 as the first state-supported institution of public higher education in the United States for the training of teachers. Located in Framingham, Massachusetts, a community 20 miles west of Boston, the College assists in fulfilling the workforce needs of the Commonwealth with an emphasis on the rapidly growing high technology and service region known as MetroWest. The College integrates liberal arts and science programs with a variety of professional programs at the Baccalaureate and Masters level.

The College offers distinctive programs in:

- Teacher Education and Preparation – Programs to prepare teachers at all levels of Pre-Kindergarten through Grade 12 education.
- Nutrition, Dietetics, Food Technology, Chemistry and Biology – Unique professional programs integrated with foundation sciences.
- Business and its Applications Across the Disciplines – Programs with special preparation for the new technological economy.
- Advanced Technology – Programs infusing information technology throughout the curriculum.

Framingham State College draws the majority of its students from within Massachusetts and the New England region. Traditional college-age students, as well as non-traditional students seeking higher education on either a full or part-time basis, are served and are accorded opportunities to participate in campus life through a variety of co-curricular programs and activities, and to develop the necessary knowledge and skills to compete in a global and technological society.

This revised mission statement was subsequently approved by the Framingham State College Board of Trustees and the Board of Higher Education.

Priority Issues

The identification of priority issues within a strategic planning context followed a three step approach:

1. Analyze Strengths, Weaknesses, Opportunities, and Threats (SWOT)
2. Determine Optimal Relationship between Institution and Environment
3. Identify Priorities within Major Institutional Functions

The following are highlights of this planning effort:
### SWOT Analysis:

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<td>Favored Location</td>
<td>Few New Academic Programs</td>
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<td>Academic Centers Supporting Key Programs</td>
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<td>Combination of Old/Trad. &amp; New/Modern Buildings</td>
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<th>Opportunities</th>
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<td>Need for additional Teachers in the State</td>
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<td>Workforce Development Partnerships</td>
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### Identification of Relationship Between Institution and Environment:

**Mission**

- Comprehensive institution offering Arts and Sciences Programs integrated with Professional Programs
- Distinctive programs:
  - Teacher Education and Preparation
  - Nutrition, Dietetics, Food Technology, Chemistry and Biology
  - Business and its applications across disciplines
  - Advanced Technology

9/11/2003
Target Market
- Students from within the Commonwealth and the New England region
- Predominantly traditional college age students
  - 40% of full time students in residence
- Students interested in a small college experience ("New England" look and feel)
- Non-traditional students on either a full or part-time basis
- Growing post-baccalaureate market

Program and Services Mix
- Integration of Liberal Arts and Sciences programs with a variety of professional programs
- Teacher preparation as an historic and continuing priority
- Incorporation of business across disciplines
- Offering of IT minors across curriculum
- Integrating computer-assisted technology into the curriculum, teaching and faculty development
- Responsive student services
- Focus on teacher education, applied sciences and business with technology as distinctive competency
  - Other program offerings to meet student demand and breadth to maintain comprehensive institution standing

Comparative Advantage
- Price (vs. private and other public colleges)
- Location (population centers, 128/495 region with business/technology focus, Boston proximity)
- Program offerings and quality ("University Learning")
  - mission-centric academic centers
- Character of campus ("College Environment")

Key Issues Within Major Institutional Functions:

Financial
a. Savings/Reallocation Opportunities – Priorities Investment Plan
b. Fees Policy – Revenue Burden Targets
c. Financial Aid to Address Laptop Costs
d. Development Opportunities

Facilities
a. New Buildings
  > Athletic Facility
  > Proposed Technology Center
b. Renovation/Reuse
  > 118 State Street (President’s House)
  > Residence Halls, Ecumenical Center
  > Dwight Hall, Crocker Hall, College Forum, Bookstore, Hem. Auditorium
  > Space Reconfiguration/Reallocation

9/11/2003
c. Parking
   > Church Street and State Street property
   > MDC (tennis court) property
   > Hillside property

**Enrollment**
a. Mission-Centered Enrollment Management Strategy

**Programs/Services**
a. Laptop Requirement Implementation
b. Business and its Applications across Disciplines
c. IT across the Curriculum
d. New mission-centric Academic Programs/Concentrations
e. Teacher preparation program improvements
f. NEASC Accreditation
g. McAuliffe Center programs
h. Expansion of Honors Program, MCAS Tutors Training, MERC Coverage

**Human Resources**
a. Faculty IT Training/Development
b. New Hires
   > Faculty and Staff supporting Mission Priorities
   > Commonwealth Professors of Practice

**Organizational**
a. Alumni Association/Foundation/Development
b. Computer Services Organization
c. Residence Hall Facilities Operations/Maintenance

**Image**
a. Invest in "University Learning in a College Environment" Image
   • "University Learning" – High Demand Quality Programs
      i) Expand Breadth of Mission-Centric Program Offerings
      ii) Seek Quality Demonstration through Accreditation of Programs
   • "College Environment" - Development of "Campus Core" concept
      iii) Facilities Renewal and Reuse
      iv) Reduction of automobiles/roads/lots from "Academic Quad" area;
          Expansion of perimeter parking/green space

This analysis led to the administration's identification of the following issues as selected strategic priorities deserving board and administration focused attention:

9/11/2003
Selected Strategic Priorities

- Laptop Program Implementation
- Programs/Services Enhancements
- Facilities Renewal and Reuse
- Parking/Campus Core Development
- Organizational Issues

Action Plans

The strategic planning process concluded with planned action steps for each Strategic Priority. Strategic Priorities and Action Steps were identified for a three-year period (AY2002-AY2004). This plan was meant to be dynamic and to account for changes in environmental factors, progress towards goals, and changing needs of the college. Following is a status report of progress on the proposed action steps identified for AY2002 and AY2003 that were to be undertaken in support of the five identified strategic priorities as well as objectives for action steps identified for AY2004. A new planning process will occur during the current AY2004 academic year to include a review of strategic priorities and proposed action steps for the upcoming years.
Note: Numbered items indicate Strategic Priorities Action Steps identified for each program.

### Action Plan - Laptop Program Implementation

**Context:**
- FRC is entering its sixth year of a laptop loaner program
  - Fall 1998: 4 faculty, 5 classes, 84 students
  - Fall 1999: 11 faculty, 12 classes, 178 students
  - Fall 2000: 16 faculty, 16 classes, 246 students
  - Fall 2001: 34 faculty, 38 classes, 696 students
  - Fall 2002: 67 faculty, 54 classes (113 course sections), 1,609 students
- 108 faculty have participated in workshops, 36 faculty in web camps, and 28 faculty in online courses.
- 12 “smart” classrooms have been equipped; 6 mobile unit labs

<table>
<thead>
<tr>
<th>AY2001-2002</th>
<th>AY2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Secure No Interest Loan (NIL) Funding for AY03-AY05 $500K annually for three years secured from BHE</td>
<td>1. Implement 1st Year NIL Program Year 1 (AY03) $500K funding secured from BHE</td>
</tr>
<tr>
<td>2. Upgrade to 802.11.b wireless standard (R2 access) &amp; DS3 line. State G.O. funding received to complete wireless upgrade; DS3 implementation complete; network upgrades during summer 2002</td>
<td>2. Implement laptop purchases up to 33% below list Mandatory laptop program implemented; switches upgrade during AY21; technology institute;</td>
</tr>
<tr>
<td>3. Expand pilot to 700 loaner laptops Gateway laptops selected for Fall 2002; available to FSC students at approximately 30% below list</td>
<td>3. Schedule freshmen course each semester Loaner program extended to course with all sections in course offerings; freshmen enrollment. In survey among courses that required laptops wireless technology each &quot;student educational experience.</td>
</tr>
<tr>
<td>4. Faculty training Programs offered through Leonhard lab</td>
<td>4. Faculty training Leonhard lab faculty training Division of Academic Technology</td>
</tr>
<tr>
<td>5. Equip IT Classrooms: HH212 smart classroom completed Lenhardt Lab conversion during summer 2002 &quot;Smart Cart&quot; purchase option being reviewed to equip other classrooms</td>
<td>5. Equip IT Classrooms 6 mobile units purchased; addition to AY2003; 2 additional classrooms</td>
</tr>
</tbody>
</table>

9/11/2003
Each year while narrative below indicates status/objectives.

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Program</td>
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<tr>
<td></td>
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<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Implementation obtained and distributed</td>
<td>1. Implement 2nd Year NIL Program</td>
</tr>
<tr>
<td>require</td>
<td>Secure and distribute $500K NIL funds</td>
</tr>
<tr>
<td></td>
<td>2. Continue laptop purchase requirement; provided laptop purchase option up to 33% below list</td>
</tr>
<tr>
<td></td>
<td>Contract with Dell and Gateway for laptops at 40% below list</td>
</tr>
<tr>
<td></td>
<td>3. Schedule freshmen courses to ensure at minimum one laptop based course each semester</td>
</tr>
<tr>
<td></td>
<td>Review freshmen scheduling to ensure enrollment in at least one designated laptop course</td>
</tr>
<tr>
<td></td>
<td>4. Faculty training</td>
</tr>
<tr>
<td></td>
<td>Expand Leonhard lab to include Media training lab; increase number of faculty development programs and faculty participants</td>
</tr>
<tr>
<td></td>
<td>5. Equip IT Classrooms</td>
</tr>
<tr>
<td></td>
<td>Equip 3 additional technology classrooms; equip 2 conference rooms with multimedia capability</td>
</tr>
<tr>
<td></td>
<td>6. Upgrade wireless network and servers</td>
</tr>
<tr>
<td></td>
<td>Complete 10/100 switches installation; implement wireless authentication; expand VLAN (virtual networks); implement security enhancements</td>
</tr>
</tbody>
</table>

In summer institutes

- 900 students in AY2003; Freshmen writing operating laptops; expansion of other laptop registration reviewed to ensure laptop course among students who were enrolled in Fall 2003; 78% of the 679 respondents thought the "somewhat enhanced or greatly enhanced" their lab relocation and enhancement; Creation of technology and Distance Education and expansion of additional 2 smart classrooms brought online for rooms furnished with laptop furniture

- AY2003; new firmware for wireless units for firewall and virus protection upgrades
## Action Plan – Programs/Services Enhancements

### Context:
- Last new approved academic program in 1985
- Legacy, well maintained, administrative system
- Range in activity of Professional Centers
- Enrollment at near capacity

<table>
<thead>
<tr>
<th>AY2001-02</th>
<th>AY2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Propose Revisions to Mission Statement</td>
<td>1. Develop new courses and programs IT Minor approved by Curriculum Committee</td>
</tr>
<tr>
<td>Revised Mission Statement Approved</td>
<td>Business and Technology Program under Technology concentration in Computer</td>
</tr>
<tr>
<td>2. Implement Degree Works Online Audit</td>
<td>2. Implement Degree Works Registration</td>
</tr>
<tr>
<td>Degree Works Audit in pilot phase; full implementation occurred</td>
<td>Online registration options being considered complete. An on-line undergraduate articulation and implemented for spring and fall 2003 applications were submitted on-line.</td>
</tr>
<tr>
<td>3. Explore Ingres Web Product</td>
<td>3. Study Administrative/Student Services</td>
</tr>
<tr>
<td>Decision made to pursue comprehensive Administrative Management System implementation solution in future;</td>
<td>New CITO charged with reviewing AMI</td>
</tr>
<tr>
<td>Teams and chair identified</td>
<td>First draft of self-study posted on Blackboard; second draft completed over the summer forums in fall 2003.</td>
</tr>
<tr>
<td>5. Explore accreditation opportunities</td>
<td>5. Determine accreditation options and costs</td>
</tr>
<tr>
<td></td>
<td>A member of the Computer Science Accreditation Committee on a &quot;mock&quot; evaluation site visit in spring 2003. Expects a report in June.</td>
</tr>
<tr>
<td>6. Review Professional Centers</td>
<td>6. Develop appropriate goals for Center Expansion/moves occurred during Summer/Fall 2002</td>
</tr>
<tr>
<td>Expansion/moves occurred during Summer/Fall 2002</td>
<td></td>
</tr>
<tr>
<td>7. Develop Pilot Assessment Program; assign responsibilities; involve curriculum committee</td>
<td>7. Pilot Assessment Program</td>
</tr>
<tr>
<td>Preliminary report made to cabinet</td>
<td>Assessment review part of NEASC’s campus-wide forums held; General Business and Technology Program has instituted a Regional Accreditation Survey. A faculty conference covered &quot;Assessing Academic Technology in the 21st Century&quot;.</td>
</tr>
<tr>
<td>8. Develop enrollment management strategy taking into account new programs and services/IT focus</td>
<td>8. Implement enrollment management</td>
</tr>
<tr>
<td></td>
<td>Review of &quot;underutilized&quot; space underutilized overload in Spring 2003; additional 3% of space during summer 2003.</td>
</tr>
<tr>
<td></td>
<td>Undergraduate Admissions initiated a new initiative to increase middle school and early high school enrollment: Upward Bound, GEAR UP, National Teachers Club, and Kids 2 College</td>
</tr>
</tbody>
</table>

9/11/2003
<table>
<thead>
<tr>
<th>2002-03</th>
<th>AY2003-2004 ~ Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1. Seek new program approval(s)</td>
</tr>
<tr>
<td></td>
<td>Continue development of Integrated Business and Technology degree program</td>
</tr>
<tr>
<td></td>
<td>2. Portal Development and on-line program offerings expansion</td>
</tr>
<tr>
<td></td>
<td>Implement campus portal (supported by Oracle grant); identify additional on-line courses. Encourage state promotion of Mass. College Online as avenue for access to college's on-line programs</td>
</tr>
<tr>
<td></td>
<td>3. Begin migration planning to Ingris Web/Other AMS system</td>
</tr>
<tr>
<td></td>
<td>Review AMS options and perform cost/benefit analysis</td>
</tr>
<tr>
<td></td>
<td>4. NEASC Team visit</td>
</tr>
<tr>
<td></td>
<td>Complete self study and prepare for team visit</td>
</tr>
<tr>
<td></td>
<td>5. Seek selected program accreditation</td>
</tr>
<tr>
<td></td>
<td>Review options for computer science accreditation</td>
</tr>
<tr>
<td></td>
<td>6. Increase visibility/promotion of Professional Centers</td>
</tr>
<tr>
<td></td>
<td>Conduct meetings with four Centers and identify growth/collaboration opportunities; consider development of a Teacher Training Center incorporating activities of existing centers.</td>
</tr>
<tr>
<td></td>
<td>7. Implement pilot assessment program</td>
</tr>
<tr>
<td></td>
<td>Review results of graduate program assessment pilot and identify area for pilot undergraduate assessment program</td>
</tr>
<tr>
<td></td>
<td>New Initiative: Reopen food service contract to secure funding for expanded commuter dining offerings and resident student seating</td>
</tr>
<tr>
<td></td>
<td>1. Seek new program approval(s)</td>
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</tr>
<tr>
<td></td>
<td>New Initiative: Reopen food service contract to secure funding for expanded commuter dining offerings and resident student seating</td>
</tr>
<tr>
<td>Committee during AY03; new Integrated ller initial discussion. Information Science major being explored.</td>
<td></td>
</tr>
<tr>
<td>Considered, no decision on approach admissions application was developed 2003 entrance periods; over 18% of all Services Systems options AMS options</td>
<td></td>
</tr>
<tr>
<td>Blackboard site for campus constituents to for the summer to be discussed in open and action steps e Accreditation Board (SCAB) made a 2003; the Computer Science Department</td>
<td></td>
</tr>
<tr>
<td>Centers AY2003; Centers review ongoing</td>
<td></td>
</tr>
<tr>
<td>C self-study; numerous committee and Education review underway. The Program Exit Survey and is preparing an A faculty workshop, led by NEASC's Assoc. Assessing Student Learning Outcomes&quot; and assessing FSC Student Engagement&quot; and in the Classroom.&quot;</td>
<td></td>
</tr>
<tr>
<td>Improvement strategy underway; 2 additional classrooms brought 3 classroom converted from other uses</td>
<td></td>
</tr>
</tbody>
</table>
## Action Plan – Facilities Renewal and Reuse

### Context:
- Strong capital maintenance program
- Selected facilities renovation need
- Facilities support both "University Learning" and "College Environment" vision

<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Complete Athletic Facility</strong>&lt;br&gt;Complete</td>
<td><strong>1. Complete Linsley Hall (Phase II) renovation</strong>&lt;br&gt;Service road and athletic facility punchlist items renovation complete</td>
</tr>
<tr>
<td><strong>2. Complete Linsley Hall renovation</strong>&lt;br&gt;Complete</td>
<td><strong>2. Installation of sprinklers in Foster Hall</strong>&lt;br&gt;Foster Hall renovations folded into 5 year comp repair program</td>
</tr>
<tr>
<td><strong>3. Hemenway Auditorium (HH212) renovation</strong>&lt;br&gt;Complete</td>
<td><strong>3. Bond issuance to finance Towers renovation</strong>&lt;br&gt;Financing secured for Phase I of Towers renovation (including refunding of outstanding debt)</td>
</tr>
<tr>
<td><strong>4. Church Street House renovation upon acquisition</strong>&lt;br&gt;Complete</td>
<td><strong>4. Installation of sprinkler in O'Connor</strong>&lt;br&gt;Complete</td>
</tr>
<tr>
<td><strong>5. Study options for Technology and Performance Center</strong>&lt;br&gt;Combination solution of HH212 and Dwight Auditorium renovation; G.O. funding secured; study underway</td>
<td><strong>5. Design Technology and Performance Center</strong>&lt;br&gt;Study of Dwight Auditorium Performance &amp; Tech complete by October 2003; Construction comp</td>
</tr>
<tr>
<td><strong>6. Determine use of 118 State Street house</strong>&lt;br&gt;Pending</td>
<td><strong>6. Crocker Hall renovation study and funding</strong>&lt;br&gt;Funding for renovation of 118 State Street house as swing office space); State-wide Strategic (October 2003.</td>
</tr>
<tr>
<td><strong>7. Space conversions in Student Center upon department moves to athletic facility</strong>&lt;br&gt;Initial changes implemented during summer 2002</td>
<td><strong>7. College Center renovations</strong>&lt;br&gt;College Center space conversions undertaken pending; College forum renovations pending created from vacated athletic offices space.</td>
</tr>
<tr>
<td><strong>9. Explore additional uses of Ecumenical Center</strong>&lt;br&gt;Additional events booked; artist-in-residence programs expanded</td>
<td><strong>9. Study space reconfiguration/ allocation</strong>&lt;br&gt;Consideration of reintroduction of CoffeeHouse &quot;Underutilized” space study occurring during Summer 2004.</td>
</tr>
</tbody>
</table>

Other action plan supporting projects accomplished in fiscal year:
- Renovation of planetarium completed summer 2002; over $1M in renovations to O'Connor, Mann, Pierce residence halls funded from G.O. and MSCBA sources completed during summer 2002

Other action plan supporting projects accomplished in fiscal year:
A total of $4.6M in campus capital projects hall capital projects were undertaken in 2002.
## AY2003-2004 ~ Objectives

<table>
<thead>
<tr>
<th>Objective</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Towers renovation (phase I)</td>
<td>Complete Phase 1A by Winter 2003; proceed into Phase IB for Summer 2004 completion</td>
</tr>
<tr>
<td>2. Implement space recommendations regarding reconfiguration/ allocation</td>
<td>Come to agreement on space changes by January 2004; implement changes in Summer 2004</td>
</tr>
<tr>
<td>3. Study Library reconfiguration/ renovation</td>
<td>Undertake identified library projects (patios, classroom, signage) during Summer 2004</td>
</tr>
<tr>
<td>4. Implement next phase of 5 year residence hall capital program</td>
<td>Secure funding for Year 2 (AY04) of residence halls renovation program</td>
</tr>
<tr>
<td>5. Technology and Performing Arts Center (Dwight Hall project) design</td>
<td>Complete Dwight Hall renovation study phase by end of October; proceed into design by January</td>
</tr>
</tbody>
</table>

### New Initiatives:
- Upon release of BHE Strategic Capital Plan, aggressively pursue identified projects.
- Four additional classrooms created from reallocated administrative space (HG11 - formerly day care center; WL224 - formerly office/storage space; LM15 - formerly training/storage space; CASA classroom - shared use with counseling center)
# Action Plan - Parking/Campus Core Development

**Context:**
- Addition of over 500 parking spaces since 1987
- Continued parking shortage during peak periods
- Desire for more convenient parking
- Desire for perimeter parking to reduce cars from campus core
- Desire for development of "academic quad" area

<table>
<thead>
<tr>
<th>AY2001-2002</th>
<th>AY2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Acquire State Street property</td>
<td>1. Create parking lot from State Street Complete in AY02</td>
</tr>
<tr>
<td>Complete; conversion to parking during summer 2002</td>
<td></td>
</tr>
<tr>
<td>2. Seek permission for use of court area for parking expansion at Maple</td>
<td>2. Expand Maple Street Lot Possible Summer 2003 project as part</td>
</tr>
<tr>
<td>Street lot</td>
<td></td>
</tr>
<tr>
<td>3. Provide education material on parking expansion progress over last ten</td>
<td>3. Develop &quot;Campus Core&quot; including &quot;academic quad&quot;</td>
</tr>
<tr>
<td>years Noted in Gatepost article; parking committee has convened to discuss</td>
<td>Academic Quad developed Summer 2003 be completed Summer 2003</td>
</tr>
<tr>
<td>progress</td>
<td></td>
</tr>
<tr>
<td>4. Explore use of Bowditch field for athletic field use and additional</td>
<td>4. Study Union Street parking/ facility building use Decision made to</td>
</tr>
<tr>
<td>parking</td>
<td>renovate Maple Street surface; Union Street major Alteration this time.</td>
</tr>
<tr>
<td>6. Develop &quot;Campus Core&quot; plan</td>
<td>Other action plan supporting project Continued improvements planned to</td>
</tr>
<tr>
<td>- study feasibility/cost of Hillside parking options; design campus</td>
<td>road around Towers under consider summer 2003.</td>
</tr>
<tr>
<td>routing to facilitate &quot;campus core&quot; concept</td>
<td></td>
</tr>
<tr>
<td>Academic quad work ongoing; Named Hillside lot study out to bid; State</td>
<td></td>
</tr>
<tr>
<td>Street parking lot to be completed during summer 2002</td>
<td></td>
</tr>
<tr>
<td>Component</td>
<td>AY2003-2004 ~ Objectives</td>
</tr>
<tr>
<td>-----------</td>
<td>--------------------------</td>
</tr>
<tr>
<td>2002-2003</td>
<td></td>
</tr>
<tr>
<td>Property</td>
<td>1. Further develop &quot;Campus Core&quot;&lt;br&gt;Complete Normal Hill lot and implement parking allocation changes by end of October; increase net spaces by 150</td>
</tr>
<tr>
<td></td>
<td>2. Develop hilltop site&lt;br&gt;Identify alternative dump site, landscape hilltop and perimeter, and create hilltop destination for completion during Summer 2004</td>
</tr>
<tr>
<td></td>
<td>3. Study options for Union Street lot/facility&lt;br&gt;Identify costs associated with Union street lot expansion/facility changes options</td>
</tr>
<tr>
<td></td>
<td>New Initiatives: Develop language for transfer of Maple Street MDC property to the College for legislative consideration; VHB study regarding Maple Street improvements to be presented to Framingham Planning Board in October</td>
</tr>
<tr>
<td></td>
<td>- Objectives relating to maintenance</td>
</tr>
<tr>
<td></td>
<td>- Renovations accomplished in fiscal year: academic quad; extension of service; &quot;Normal Hill&quot; lot to be completed</td>
</tr>
</tbody>
</table>
Action Plan – Organizational Issues

Context:
- Performance issues surrounding:
  - Alumni Association
  - College Development Office
  - Foundation
- Organizational issues involving:
  - IT Services (Computer Services and Academic Technology)
  - Residence Halls facilities major systems operations

<table>
<thead>
<tr>
<th>AY2001-2002</th>
<th>AY2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Examine relationship between Alumni Association, Foundation and College</td>
<td>1. Provide additional alumni services and College Alumni Association reactivates. College reorganization complete; Alumni Association situation ongoing</td>
</tr>
<tr>
<td>Foundation reorganization complete; Alumni Association situation ongoing</td>
<td>College Alumni Association reactivates.</td>
</tr>
<tr>
<td>2. Hire Development and Alumni Services Director who also serves as Executive Director of Foundation</td>
<td>2. Develop Foundation fund-raising campaign.</td>
</tr>
<tr>
<td>Complete</td>
<td>Development efforts ongoing; Director appointed.</td>
</tr>
<tr>
<td>Executive Board created; capital campaign target identified; policies development ongoing</td>
<td>Foundation Executive Board will begin formal fundraising. Professional fundraising strategies will begin to be implemented.</td>
</tr>
<tr>
<td>4. Undertake reorganization of campus-wide IT services</td>
<td>4. Review residence hall major systems structure.</td>
</tr>
<tr>
<td>Complete;</td>
<td>Residence hall maintenance reorganized.</td>
</tr>
<tr>
<td>Future identified objectives accomplished in current year: Reorganization of residence halls maintenance in process</td>
<td>Other action plan supporting projects and initiatives.</td>
</tr>
</tbody>
</table>

9/11/2003

Review of Strategic Priorities and Action Steps/Objectives progress will occur annually.
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Expand alumni programs and services through Alumni and programs, with alumni programming enhanced and fund allocation occurring in fiscal year 2003.</td>
<td>1. Expand alumni programs and services; pursue resolution of independent alumni association issue.</td>
</tr>
<tr>
<td>Capacity for position currently vacant.</td>
<td>2. Focus and improve results of Development programs; Create Development Office plan; hire new Executive Director.</td>
</tr>
<tr>
<td>Professional Centers review ongoing.</td>
<td>New Initiative: Division of Academic Technology and Distance Education brought under ITS resulting in all IT support activities under the Chief Information and Technology Officer.</td>
</tr>
<tr>
<td>Distance Education and all IT systems operations and maintenance organization occurred AY2003.</td>
<td>New Initiative: Advocate for state maintenance formula funding approach.</td>
</tr>
</tbody>
</table>

A new initiative was proposed in fiscal year 2003: a Division of Academic Technology and Distance Education was created, bringing all IT operations under the Chief Information and Technology Officer. This new initiative was anticipated to be discussed at the September meeting of the Board of Trustees each year.
DISCUSSION ITEM: BHE Strategic Priorities
FY 2004 Strategic Initiative Planning Priorities
for FY2004 Strategic Initiative Plan (formerly Mission Implementation Plan)

Overview: During Fiscal Year 2004, Massachusetts public higher education will engage in a five-year strategic planning process culminating with the development and release of a Five Year Strategic Plan, FY 2005-FY 2009, in fall 2004. The public higher education strategic plan will define priorities for system improvement in the years ahead. It will also drive the annual mission priority implementation planning component of performance measurement. While the new plan is under development, all campuses will be asked to strategically focus their FY 2004 institutional mission priority implementation plans, due October 1, 2003, to effectively address the following priority areas:

Priorities

- **Cost-Effective Use of Resources and Efficient Fiscal Management**

Implement administrative cost efficiencies.

- **Higher Education Collaboration**

Increase inter-campus collaboration (University, state colleges, community colleges) within geographic regions to include, where applicable, program/course consolidation, improved student services delivery, more effective advising, better articulated curriculum and seamless transfer opportunities, as well as sharing of facilities and other resources.

- **K-12 Collaboration**

Demonstrate substantive collaborative activity (ies) with K-12 to assure seamless transition from public K-12 to public postsecondary education within geographic region to include but not be limited to MCAS remediation, teacher preparation and quality.

- **Workforce Development**

Advance campus related activities within the region to assist in meeting workforce development needs, e.g., coordination/collaboration with regional economic and workforce development planning groups and other regional higher education and job training providers; further enhancement/development of public/private partnerships; strategic alignment of curriculum and delivery methods with regional labor market needs to address shortages and gaps.

- **Institutional Initiatives Focused on Improving Performance on Key Performance Indicators Related to Performance Accountability Objectives**

Linear trend data identify weaknesses of some institutions in certain performance areas. Institutions should address, in their Mission Priority Plans, those strategic initiatives that will be undertaken to improve performance on selected indicators where trend data indicate improvement may be needed.
Guidelines for Completing the FY2004 Strategic Initiative Plan (formerly Mission Implementation Plan)

The Strategic Initiative Plan format for FY 2004 will be exactly the same as that used for the FY2003 Mission Implementation Plans (see attached matrix). The priorities for both state colleges and community colleges are the following (see attached explanations of priorities):

1. Cost-Effective Use of Resources and Efficient Fiscal Management
2. Higher Education Collaboration
3. K-12 Collaboration
4. Workforce Development
5. Institutional Initiatives Focused on Improving Performance on Key Performance Indicators Related to Performance Accountability Objectives

These broad priorities lend themselves to capturing ongoing or upcoming initiatives identified in campus strategic plans.

Strategic Initiative Plan Content

As was the case in FY 2002 and FY2003, colleges are asked to provide only the key, major strategic initiative(s) associated with a selected strategic priority area rather than a detailed listing of step-by-step implementation actions outlining how an initiative will be achieved. For each strategic initiative, colleges will clearly identify the expected outcomes (i.e., indicator(s) and outcome measures/targets) along with baseline data used to measure success.

Description of Implementation Plan Components

- **Major Strategic Initiatives (Column 1 on the table):** Colleges are asked to identify, for each strategic priority category, one to three major strategic initiatives planned for FY 2004. (This can include activities that are continuing from previous fiscal years as well as new initiatives.) It is possible for an initiative to overlap more than one strategic priority category (e.g., higher education collaboration and cost-effective use of resources). In this instance, list the initiative only once under one category and indicate in parentheses other categories that may be applicable.

- **Expected Outcomes- (Columns 2 and 4):** Expected outcomes describe the results/deliverables of a strategic action, i.e., what defines success. Outcomes consist of two components: 1) the indicator(s) (i.e., what will be measured/assessed) and 2) the actual target(s) (i.e., the quantitative or qualitative result you expect to see when the initiative has been accomplished). Often, there may and should be more than one outcome identified. Please be sure to include all that are relevant. The true measure of success is not that an action was taken but that intended results are realized.

- **Baseline Data (Column 3):** Baseline data represent the existing facts/reality against which you are measuring your results (i.e., given what the college has identified as
indicators and targets). For example, if the initiative focuses on increasing enrollment and the expected outcome is for a certain enrollment level to be reached, then the baseline data are the current/historic enrollments.

- **Results (Column 5):** To be completed for the final report in summer 2004. Identifies the result of the strategic initiative based on each indicator and target identified. Quantification should be provided whenever the indicator, baseline data, and target identify such information.

If you or your staff have questions about the FY 2004 Strategic Initiative Plan due October 1, 2003, please contact Elaine Smith, Associate Vice Chancellor, at (617) 994-6941, esmith@bhe.mass.edu, or John Macuga, BHE Policy Analyst, at (617) 994-6957, jmacuga@bhe.mass.edu.
Matrix Format

**Strategic Priority:** Cost-Effective Use of Resources and Efficient Fiscal Management

<table>
<thead>
<tr>
<th>Fiscal Year 2004</th>
<th>Expected Quantitative and Qualitative Outcomes</th>
<th>FY 2003</th>
<th>FY 2004 Results</th>
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<td>Strategic Initiative</td>
<td><strong>Indicator</strong></td>
<td><strong>Baseline Data</strong></td>
<td><strong>Outcome Measure/Target</strong></td>
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FRAMINGHAM STATE COLLEGE
BOARD OF TRUSTEES MEETING
ATTACHMENT VI
SEPTEMBER 18, 2003

TRUSTEE DISCUSSION ITEM

DISCUSSION ITEM: Development Update
Development and Alumni Relations Plan

Framingham State College

September 2003
Executive Summary

The following action steps will be undertaken this year as related to Development and Alumni Relations functions at the College:

Personnel

- Effective September 15, 2003, the Development and Alumni Relations Office will report to the Vice President for Administration & Finance and Institutional Advancement (new title) who will be responsible for board relationships, and leadership and planning for this office.
  - Community/public/government relations will be a shared responsibility of the President, the Vice Presidents, and the Assistant to the President for External Relations.
- A new Executive Director of Development and Alumni Relations (filling the vacant Director’s position) will be hired by October 31, 2003 and will be responsible for office management, foundation and alumni boards staff support, and oversight of development and alumni initiatives.
- Content area specialists will be identified in the Office who will be specifically responsible for a) Development and b) Alumni Affairs. A review and modification of all staff job descriptions will take place to delineate duties and responsibilities.

Location

- The Assistant to the President for External Relations will be relocated to the Vice President for Administration & Finance and Institutional Advancement suite in Dwight Hall.
- The Development and Alumni Relations Office will be relocated to the central administration floor of Dwight Hall, next to the Administration & Finance and Institutional Advancement suite, to physically and perceptually denote the connected roles of these offices.

Funds

- The Framingham State College Foundation will be designated the recipient of gifts for endowment purposes (including state matching funds), capital programs (new practice), existing foundation-held scholarship accounts, gifts greater than $25,000 (modified practice), and other approved foundation-directed gifts.
  - Investment and spending policies for foundation-held funds will be codified
- The College will be the recipient of Annual Fund (renamed the Legacy Fund effective September 2003) activities, gifts for existing college-held scholarship accounts, and non-foundation-directed new scholarships and other purposes.
  - College staff will work with the Foundation’s Finance and Investment Committee (including College Board of Trustee representation) to codify investment policies for college-held
funds including use of investment vehicles beyond money markets.

Activities

- The College’s Strategic Priorities (September 2003 update) will be presented to both the Foundation and Alumni Boards during Fall 2003 to better align the two Boards goals and priorities with those of the College.

- Foundation board members will be asked to participate in the 150th Anniversary Gala and to identify a limited number of individual prospects to approach for the 150th Gala and for potential major gift solicitation. A limited number of foundation, corporate and community prospects will also be identified and approached.

- Alumni board members will be asked to participate in the 150th Gala and to recruit additional participants. Alumni Board activities will focus on a few selected events including: Homecoming, 150th Gala, entertainment events and trips, and reunion weekend. Target audiences will focus on key alumni classes, affinity groups, and past participants.

- The major focus of Development and Alumni Relations staff activities this academic year will be the Legacy Fund Drive and events celebrating the College’s 150th Anniversary in Framingham.

- A calendar of Development and Alumni Affairs events will be developed and individual staff assigned responsibility for specific activities.

- Greater attention will be paid to database management and development.

- Upon hiring of an Executive Director of Development and Alumni Affairs, a strategic and operational plan – identifying goals and objectives – will be developed for College Board of Trustee, Foundation Board, and Alumni Board consideration; this plan will be part of a larger vision and strategic planning process for the college.
Development and Alumni Relations Plan

Context

This Development and Alumni Relations Plan is based on an assessment of Framingham State College’s structures and activities in alumni relations, development, and related areas encompassing the following functions and activities:

- Alumni affairs
- Individual giving
- Grant solicitation
- Events and functions
- Corporate relations
- Community and public relations.

Action steps are indicated for the specified functions as well as for other policy, structural and operational issues. This Plan is meant to be short-term in scope (covering the current academic year) with a more extensive strategic and operational plan to be developed in consultation with the to-be-hired Executive Director of Development and Alumni Relations.

Recommendations/Action Steps

A. Re-Structure Development Office and Recruit Appropriate Leadership

Two possible structures were initially considered for heading the Development and Alumni Relations Office: 1) hire an Executive Director with duties focused on Office Management, Development, Supervision, and Foundation and Alumni Board Relations, or 2) hire a Vice President for Institutional Advancement with duties incorporating the above as well as Leadership, Planning, Publications, Community/Public/Government Relations, and College Wide Events with appropriate further staffing. After consideration, a hybrid approach to the two recommended options was taken. Effective September 15, 2003, the President has reported the Office of Development and Alumni Relations to the Vice President of Administration and Finance and Institutional Advancement (new title). This Vice President will assume responsibility for Leadership, Planning and Board Relations as well as some aspects of Community/Public/Government Relations (along with the President, the other Vice Presidents, and the Assistant to the President for External Relations Peter Chisholm). Publications and College-Wide Events management will remain as current – largely directed by advisory and editorial committee structures appointed by the President.

The position of Executive Director (filling the vacant Director’s position) has been posted and will be filled by the end of October 2003. This position will be responsible for managing the Development and Alumni Relations Office with a charge to expand, in particular, the development aspect of the office. The Executive Director is expected to bring significant management experience in Development or a related field. Specific responsibilities will include office...
management, foundation and alumni boards staff support, and oversight of development and alumni relations programs and activities.

Content area specialists are also needed for Alumni Relations, Development, and (depending on available funding) Grants Management. To achieve a division of both labor and responsibility, two individuals within the Development and Alumni Relations Office will be assigned Coordinator roles for a) Alumni Relations and b) Development with job descriptions modified to reflect these directed responsibilities. Upon review, other Office staff will also be given clearer responsibilities and duties reflected in modified job descriptions. Responsibility for grants management (currently very limited) will continue to reside with appropriate departments.

B. Relocate and/or Upgrade Office

A new office for Development and Alumni Relations is being created in Dwight Hall adjacent to the suite housing the Vice President for Administration & Finance and Institutional Advancement and the Assistant to the President for External Relations (relocated office) that, in turn, is adjacent to the President’s suite. This new office will position the development and alumni relations functions, both physically and perceptually, nearer to the college’s administration and leadership.

C. Staff and Integrate College Boards

Framingham State College Foundation

Following past practice, the Executive Director of Development and Alumni Affairs will provide staff support to the Framingham State College Foundation (up to 25% of time). The college will continue to pay all costs for this individual and office.

The FSC Foundation will be the recipient of gifts for: endowment purposes (including state matching funds), capital programs (new practice), existing scholarships held in trust by the foundation, unrestricted and restricted gifts greater than $25,000 (modified practice), and other foundation specified gifts approved by the foundation’s executive board. Donors wishing to give for these purposes will be directed to make donations payable to the Framingham State College Foundation. Investment policies, as is current practice, will be developed and approved by the Executive Committee of the Foundation. Spending policies will be developed and clearly codified (either in a policy statement or by-law addition) over the next year.

Revenue from Annual Fund activities will be retained by the College (with exceptions noted above) as well as funds for existing college-held scholarships and non-foundation-directed new scholarships accounts or other directed purposes. The college will work with the Finance and Investment Committee of
the Foundation (including Board of Trustee representation) to determine investment policies for college-held funds. Funds investment will extend beyond the use of money market instruments (new practice); initial alternative (conservative) investments will occur by January 2004.

The Treasurer of the Foundation will manage the basic bookkeeping for the Foundation with support from the Executive Director of Development and Alumni Affairs in his/her dual capacity as Executive Director of the Foundation. The Foundation’s Executive Committee, with guidance provided by the Finance and Investment subcommittee, will be responsible for foundation-held funds investment and reporting. The Vice President for Administration & Finance and Institutional Advancement, with guidance provided by the Foundation’s Finance and Investments subcommittee (including Board of Trustee representation), will be responsible for college-held funds investment and reporting.

The Executive Director will also work with the Foundation Board to establish a list of potential college supporters — individuals and corporate — and develop a strategy for their solicitation. The Board should contribute names and ideas, and may be asked to participate in solicitation as coordinated by the Executive Director.

Consistent with the College’s Strategic Priorities (to be presented to both the Foundation and Alumni Boards during Fall 2004), policies will be developed to establish categories and parameters for contributions to the college. These will include scholarships, capital contributions, and other restricted purposes. In the short term, the focus will be on the College’s 150th Gala; board members will be asked to directly purchase or identify individuals to purchase seats for this event.

### Foundation Board/Development priorities for the current year:

- Legacy Fund Drive (formerly Annual Fund)
- Brick Campaign
- 150th Anniversary Gala Dinner
- Prospect (individual/corporate/community/foundation) identification and solicitation
- Funds Investment

### Framingham State College Alumni Board

An annual calendar of events — focusing on replication of past successful events — will be presented to and discussed with the Alumni board for their input and support in October 2003. These activities will be coordinated, where possible, with Development initiatives.
Alumni Board/Alumni Relations priorities for the current year:
• Homecoming
• Affinity Groups Events
• 150th Anniversary Gala Dinner and Related Events
• Celtics and Redsox games
• Tanglewood/NYC trips
• Reunion

D. Coordinate and Enhance Planning

Fundraising and public relations this year will be centered on the College’s 150th anniversary in Framingham. This theme will be the focus of Development and Alumni Relations efforts through the Fall 2003 semester and, most likely, through the academic year. With the recent conclusion of the Capital Campaign, a new theme, consistent with college goals and priorities will be developed. The College’s Strategic Priorities (September 2003 update) will be shared with the Foundation and Alumni Boards to help ensure that institutional priorities guide planning and activities including decisions on where to expend energies and commit resources in public and community relations, alumni affairs and fundraising. Activities of the college’s Foundation and Alumni boards will be planned within the context of the College’s overall goals, priorities and themes.

E. Short Term Strategy – 2003-04

Consistent with the priorities identified for Development and Alumni Relations Office and the Foundation and Alumni boards, the following activities are planned activities for 2003-04:

Development:
• Fall Appeal (Legacy Fund) Mailing and Phone-a-Thon
  ○ Follow up to Capital Campaign
    • Notice of success
• Other fundraising
  ○ Planned giving mailings
  ○ Brick campaign
  ○ Major gifts
• Identify prospects
  ○ Individual, corporate, community, foundations
  ○ Solicitation plan
• Recognition initiatives

Alumni Relations:
• Homecoming
• Other Alumni Events
  ○ Affinity groups directed activities
Celtics, Red Sox, Tanglewood, NYC, Pops
Graduates of Last Decade (GOLD)
Graduating Seniors

- Reunion
  - Identify key classes and affinity groups
  - Determine timing and logistics

- Recognition initiatives

Public/Corporate/Community Relations:
- 150th Anniversary
  - Gala
  - Other events

- Public Relations
  - Framingham Planetarium show
  - Athletic Fields
  - Hilltop Happenings
  - Magazine
    - Class notes
  - Website

Database Management:
- Development and Management
- Leveraging of Information

Conclusion

Accomplishment of the identified action steps in this Plan will continue the slow but steady progress the College is making in the area of Development and Alumni Relations. Upon hiring of an Executive Director of Development and Alumni Relations, and as part of a new college-wide planning initiative, a more extensive strategic and operational plan with specific goals and objectives will be developed for Board of Trustee, Foundation Board, and Alumni Board consideration.

Epilogue

The creation of a more extensive Development Plan should be part of a new, larger vision and strategic planning exercise to be undertaken by the College. The articulated vision for the College will become the basis for the Development Plan. While the College has undertaken a strategic review and identified strategic priorities for the AY2001-2004 period, this plan has primarily been an internal response to identified strengths, weaknesses, opportunities, and threats. In many ways, this plan was meant to build confidence and chart a course for responding to dire state funding circumstances – that is, to continue to move forward on specific priorities even during a period of fiscal constraint. A vision
statement, on the other hand, is about aspirations and ideals that will shape, if not transform, the institution. In turn, this vision translates as a grand opportunity and the basis for development efforts.

Development efforts cannot solely be perceived as a response to other funding source (e.g., state support) decline. Donors must have confidence that the college is a good investment and that they are giving to an already viable, visionary organization. The College is in the fortunate position of having earned such a reputation demonstrated by national recognition of its quality and value as well as leadership in incorporating technology into the classroom. It can be realistically argued that private funds are necessary to provide the margin of excellence beyond what the state can, or chooses to, afford.

Future development efforts need to be based on a shared vision for the college. This vision-based effort should extend so far as to alter preconceptions as to the manner in which Framingham State College, as a public institution, is funded. While in its conceptual stage, the idea of pledge aid — whereby current students pledge future support commensurate with the subsidy/financial aid support they received as a student — is just one approach to altering preconceptions regarding the funding of the college. This concept of former students "giving back as they have received" builds on the emotional desire of donors to leave a legacy. The renaming of the College's Annual Fund as the Legacy Fund creates a mechanism and supports this concept of providing for others who have chosen to follow a similar path.

Only by changing the assumptions about the role of, and funding for, public higher education can we hope to significantly increase success in private fundraising and become more self-sufficient. If we can be successful in this effort, only our own commitment — versus the vagaries of the state — will determine the extent to which our vision becomes reality.
MOTION: To approve all Personnel Actions
PERSONNEL ACTIONS

APPOINTMENTS

Allard, Craig S.          Staff Assistant/Residence Director  Effective: 08/03/2003  
                        Student Services                    Annual Salary Rate: $25,750.00
Brevard, Tempest A.      Staff Assistant/Residence Director  Effective: 08/11/2003  
                        Student Services                    Annual Salary Rate: $25,750.00
O'Sullivan, Elaine M.    Director                                      Effective: 08/17/2003  
                        Human Resources                     Annual Salary Rate: $73,000.20
Slack, Amanda            Staff Assistant                                      Effective: 09/01/2003 – 08/01/2004  
                        Child Development Lab                  Annual Salary Rate: $42,686.28  
                                          Education               FTE: .77

TENURE TRACK APPOINTMENTS

Eck, Lisa                Assistant Professor                                      Effective: 09/01/2003  
                        English                                       Annual Salary Rate: $43,765.28
Robinson, Tammy          Assistant Professor                                      Effective: 09/01/2003  
                        Consumer Sciences                            Annual Salary Rate: $43,212.00

FULL TIME TEMPORARY APPOINTMENTS

Bailey, Justin           Assistant Professor                                      Effective: 09/01/2003 – 05/31/2004  
                        Psychology / Philosophy                   Annual Salary Rate: $43,867.20
Baiano-Berman, Deborah   Assistant Professor                                      Effective: 09/01/2003 – 05/31/2004  
                        Sociology                                   Annual Salary Rate: $42,625.44
Bliss, Virginia          Instructor                                           Effective: 09/01/2003 – 01/17/2004  
                        Biology                                      Annual Salary Rate: $38,000.04
Collins, Jennifer L.     Assistant Professor                                      Effective: 09/01/2003 – 05/31/2004  
                        Chemistry & Food Science                    Annual Salary Rate: $38,681.24
Corea, Elizabeth         Instructor                                           Effective: 09/01/2003 – 05/31/2004  
                        Communication Arts                          Annual Salary Rate: $37,780.08
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<th>Annual Salary Rate</th>
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<td>DiNunno, Paul</td>
<td>Instructor Biology</td>
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<td>Harrington, Jason</td>
<td>Assistant Professor Communication Arts</td>
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<td>Hartwick, Elaine</td>
<td>Assistant Professor Geography</td>
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<td>Luskin, Beverly</td>
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<td>McCaul, Joseph</td>
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<td>McMakin, Deborah</td>
<td>Instructor Psychology</td>
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<td>Muskopf, Teresa</td>
<td>Instructor Consumer Sciences</td>
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<td>$36,004.28</td>
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**REAPPOINTMENT TERMINAL CONTRACT**

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<th>Annual Salary Rate</th>
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<td>Allen, Richard</td>
<td>Assistant Professor History</td>
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<td>$48,065.68</td>
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**PROMOTION**

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<td>Robinson, Robin</td>
<td>Director of Distance Education</td>
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<td></td>
<td>for the Division of Academic Technology and Distance Education</td>
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**CHANGE OF TITLE**

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<th>Name</th>
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<th>To: Vice President Administration &amp; Finance, and Institutional Advancement</th>
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<td>Hamel, Dale</td>
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CHANGE OF TITLE AND SALARY ADJUSTMENT

Mayo, Michael
From: Staff Assistant
Inventory Control
To: Staff Associate
Inventory Control & Parking Clerk

Effective: 09/14/2003
Annual Salary Rate: $40,000.48

UNPAID LEAVE OF ABSENCE

Sousa, Katherine
Staff Assistant
Student Services
Effective: 06/15/2003 – 08/16/2003

RESIGNATIONS

Bell-Elkins, Julie
Assistant Dean Student Services
and Multicultural Affairs
Effective: 08/16/2003

Cunningham, Robin
Staff Assistant/Nurse Practitioner
Health Services
Effective: 06/28/2003

Jacinto, Kristin M.
Staff Assistant/Residence Director
Student Services
Effective: 07/12/2003

Kavanagh, Colleen
Staff Assistant
Admissions & Enrollment Services
Effective: 09/03/2003

Marquis, Romeo
Associate Dean, Division of
Academic Technology and Distance
Education
Effective: 09/30/2003

St.Pierre, Dave
Staff Assistant/Residence Director
Student Services
Effective: 05/23/2003

Whittington, Francine
Director
Health Services
Effective: 09/06/2003

CORRECTION OF TITLE

McMakin, Deborah
From: Assistant Professor
To: Instructor
Effective: 01/19/2003 – 05/31/2003
FACULTY SABBATICAL CHANGE

Racheotes, Nicholas  Professor  From: Spring 2004
History  To: Spring 2005

September 18, 2003
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