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Board of Trustees Meeting Packet, May 22, 2003

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Framingham State College

Board of Trustees

May 21, 2003

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

Trustee Heffernan was unable to attend this meeting.

Chair Weinroth called the meeting to order at 7:15 p.m.

CHAIRMAN'S REPORT

Board of Trustees Chairman Weinroth welcomed Trustees to the final Board meeting for the 2002-2003 academic year. Chair Weinroth stated that litigation is proceeding in the case of the independent Alumni Association. He thanked Trustees Vrabel and Heffernan, and the President of the Framingham State College Alumni Association, Bob Richards, for their efforts in attempting to resolve this matter. Chair Weinroth stated that in keeping with the By-Laws of the Framingham State College Board of Trustees, a new Chair will be elected this evening to undertake the leadership role of the Trustees, effective July 1, 2003. Chairman Weinroth expressed his appreciation to members of the Board for their support and confidence throughout both of his terms as Chairman.

APPROVAL OF THE MINUTES:

On motion duly made and seconded, it was

VOTED: Unanimously to approve the March 27, 2003 minutes, as presented.

Report of the Nominating Committee and Election of Officers: Chair Jordan stated that the members of the Nominating Committee (Trustees Jordan, (Chair); Boulanger; and Gardner) met for the purpose of selecting nominees for Chair

and Vice Chair of the Framingham State College Board of Trustees. Trustee Jordan reported that the Nominating Committee voted to recommend the appointment of Trustee Jerry D. Hiatt as Chair, and Trustee Mary Beth Heffernan as Vice-Chair of the Board of Trustees.

There being no further nominations,

On motion duly made and seconded, it was

VOTED: Unanimously to accept the recommendation of the Nominating Committee and elect Trustee Jerry D. Hiatt, Chair, and Trustee Mary Beth Heffernan as Vice Chair of the Framingham State College Board of Trustees, effective July 1, 2003 through June 30, 2004.

President Heineman and the Trustees expressed appreciation to Chairman Weinroth for his dedication and leadership while serving as Chair of the Framingham State College Board of Trustees, and congratulated Trustees Hiatt and Heffernan on their appointments as Chair and Vice Chair of the Board for the upcoming academic year.

PRESIDENT'S REPORT:

- **Planetarium.** The College has invited Governor Romney to participate in the official opening of the newly renovated Planetarium on July 7. The programs offered at the Planetarium in coordination with the McAuliffe Challenger Center, address the Massachusetts Science and Technology Curriculum Frameworks, and are a good example of the collaboration between higher education and K-12.
- **Doyle Center.** Plans are underway for the dedication this fall, of the Arthur M. Doyle Information Technology Center.
- **Budget.** The budget process is ongoing. Right now, Framingham State College anticipates a 12% cut to its Budget. The College awaits the outcome of the Conference Committee negotiations. In light of the anticipated deficit in the higher education budget, there is strong consensus on campus for the need to raise student fees in order to preserve the quality of educational programming. In a recent *Gatepost* editorial, students supported a fee increase. At a special meeting of the FSCPA on April 16, faculty voted in support of raising student fees. At a meeting on May 6, the Association of Professional Administrators voted in support of raising students fees, due to the greatly reduced appropriations for the College.
- **Commencement 2003** will take place on Sunday, May 25 on the Village Green. All Trustees are invited to a light luncheon in the 1839 Room at noon.

- **150th Year in Framingham.** The President presented the Trustees with a 150th anniversary pin. The commemorative pin was designed on campus by Ms. Teresa Pagliuca of the Center for Academic Technology. As the College continues to celebrate 150 years in Framingham, an Alumni Recognition ceremony will be part of this year's Alumni Reunion Weekend festivities. Other events being planned for this time include, Athletic Hall of Fame, Family Carnival and BBQ, and an Interfaith Memorial Service for members of the College's alumni, faculty and staff who have passed away during the year.
- **Strategic Plan Update.** In spite of budget cuts, Framingham State College continues to move forward.
 - The Wireless Laptop Program is unique in the state college system in the area of technology.
 - Our ranking in *Kiplinger Personal Finance* magazine has moved up two places to #76 in the top 100 Best Public Colleges, combining great academics and affordable tuitions.
 - At the May meeting of the Framingham State College Foundation, a new slate of officers was elected for academic year 2003-2004: Paul Combe, President; John Smith, Vice President; Mike Gatlin, Treasurer; and Ed Burke, President Emeritus.
 - The College has hired a Chief Information Technology Officer, Patrick Laughran, and a search is underway for a Director of Human Resources.
 - The Design Team for the Dwight Auditorium has presented a plan which will include a balcony, a sophisticated stage, and a technology center.
 - The athletic field renovations, including the new artificial grass surface, will provide a place for our athletic teams, including football, field hockey and soccer, as well as intramural programs.

ACADEMIC AFFAIRS

In preparation for the March 2004 site visit by the NEASC team, the College has completed the first draft of the self-study report which will be available for review on the Blackboard site in September.

The College's General Education Program has been undergoing a 5-year review by the Curriculum Committee. At Graduation Rehearsal, this year's seniors completed a survey on the General Education Program.

The College is proud to announce that Dr. Joseph Harrington of the History Department is the *Kidger Award* Recipient of 2003. The *Kidger Award* is given annually to recognize one university or college professor in the greater northeast for their teaching excellence, research and writing, and service to the profession.

Dr. Ellen Zimmerman of the Sociology Department has been selected as the 2003 Distinguished Faculty of the Year, and will be honored at Commencement on May 25.

Dr. Greenberg reported continuing growth in the use of laptops, and the addition of faculty workshops. An additional 8 professors will incorporate laptops in their classroom teaching this fall. Framingham State College has become a leader in the field of technology, and is a model for our sister state colleges. The College looks forward to working with the new Chief Information Technology Officer and expanding the Program.

ENROLLMENT MANAGEMENT

- Vice President for Enrollment Management & Dean of Admissions Philip Dooher was pleased to report that 9 students from Framingham State College were among those awarded Tsongas Scholarships this spring.
- Dr. Dooher reported on the entering class for Fall 2003. Freshman applications rose from 3,969 to 4,170, and there were 848 transfer applications. Combined SAT scores for the incoming class have risen by 26 points. This year's applicant pool shows a slight decrease in the number of international student applications.
- The Admissions Office will work closely with Residence Life to ensure accommodation for students.

STUDENT SERVICES

- Dean Forrest reported on the Towers Hall renovation project. Building Authority architects and engineers have presented plans for landscaping, a new elevator tower, and reorientation of the entryway. Elevator construction will continue through next year, with the work being carried out in phases. As a result of this ongoing project, Towers Hall will become a more unified building, thus enhancing the living experience of our students.

ADMINISTRATION & FINANCE

Vice President Hamel presented a Fiscal Year 2004 Trust Fund Budget Summary, and stated that the Trustees received copies of the Fiscal Year 2003-2004 Trust Fund Budget Requests (Attachment V) for review and approval. He noted that the Budget Committee, chaired by Trustee Hiatt, reviewed the Trust Fund Budget proposals at meetings on April 24 and on May 13. The goal of the meetings was to review which expenses could be curtailed without cutting into core activities of the College in fulfilling its mission. The College anticipates remaining the most affordable state college in the system. Student Trustee Stephanie Flynn stated that students understand and support the administration.

After considerable discussion, the Board of Trustees voted to raise student fees by \$990 for the academic year 2003-2004 as follows: College Operations \$930; Athletics \$30; and Library \$30.

On motion duly made and seconded, it was

VOTED: Unanimously, to approve the Fiscal Year 2003-2004 Trust Fund Budget Request presented in Attachment V.

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; Resignations; Change of Title; Correction of Title; Correction of Salary.

OTHER BUSINESS

Chairman Weinroth stated that the Trustees had before them the 2003 Commencement Speaker and Honorary Degree Recipients for action.

On motion duly made and seconded, it was

VOTED: Unanimously to approve the 2003 Commencement Speaker and Honorary Degree Recipient Jack Prelutsky, and Honorary Degrees to the Honorable E. George Daher, Dudley R. Marsh, and Dr. Arthur M. Doyle (posthumously), as outlined in Attachment II.

Board of Trustee Meeting Dates 2003-2004

Chairman Weinroth stated that the Trustees received a list of Board of Trustees meeting dates for the 2003-2004 academic year for action.

On motion duly made and seconded, it was

VOTED: Unanimously to approve the following 2003-2004 meeting dates for the Framingham State College Board of Trustees:

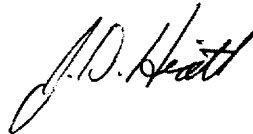
Thursday, September 18, 2003
Thursday, November 20, 2003
Thursday, January 22, 2004
Thursday, March 25, 2004
Thursday, May 20, 2004

On motion duly made and seconded, it was

VOTED: Unanimously to authorize President Heineman to act on personnel appointments and other matters during the summer months, these to be ratified by the Board at its next regularly scheduled meeting on September 18, 2003.

There being no further business, the meeting adjourned at 9:00 a.m.

Respectfully submitted,



Jerry D. Hiatt
Chairman
Framingham State College Board of



Dr. Helen Heineman
President
Executive Secretary, Board of Trustees

ATTACHMENT II

TO: Framingham State College Board of Trustees

FROM: Dr. Helen Heineman
President

SUBJECT: 2003 Commencement Speaker and Honorary Degree recipients

DATE: May 14, 2003

I keeping with discussions, the following recommendations for the May 25, 2003 Commencement Speaker and Honorary Degree Recipients are being submitted to the Board of Trustees for approval:

Commencement Speaker and Honorary Degree Recipient

Jack Prelutsky
2000 David McCord Children's Literature
Festival Award recipient
Honorary Degree: Doctor of Letters (Litt.D.)

Honorable E. George Daher
Member of the City of Boston Housing Court since 1972
Honorary Degree: Doctor of Laws (LL.D.)

Dudley R. Marsh
Director of Student Records and Registration Services, Emeritus
Framingham State College (1962-1995)
Honorary Degree: Doctor of Laws (LL.D.)

Dr. Arthur M. Doyle
Former Vice President, Academic Affairs
Framingham State College (1968-2002)
Honorary Degree (posthumously): Doctor of Laws (LL.D.)

HH:ml

ATTACHMENT III

May 14, 2003

Framingham State College Board of Trustees

Meeting Dates

In keeping with the By-Laws of the Framingham State College Board of Trustees, Article II, Meetings of the Board of Trustees, Section 1. Regular Meetings, the following is a list of meeting dates for the 2003-2004 academic year:

- **Thursday, September 18, 2003**
- **Thursday, November 20, 2003**
- **Thursday, January 22, 2004**
- **Thursday, March 25, 2004**
- **Thursday, May 20, 2004**

**All meetings will be held at 7:00 p.m.
Location: To be determined.**

FRAMINGHAM STATE COLLEGE

**BOARD OF TRUSTEES MEETING
ATTACHMENT IV**

MAY 21, 2003

TRUSTEE DISCUSSION ITEM

DISCUSSION ITEM: Strategic Plan Update

Progress Report - II

STRATEGIC PRIORITIES

FRAMINGHAM STATE COLLEGE

May 2003

Strategic Priorities – Progress Report II

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 for both AY2002 and AY2003.

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 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:

<p><u>Strengths</u></p> <ul style="list-style-type: none"> History Low Cost Provider in Segment Favored Location Dedicated and Credentialed Faculty Faculty Development General Education Core Strong Programs Mix of Arts & Sciences and Professional Programs Selected Unique Programs Academic Centers Supporting Key Programs Combination of Old/Trad. & New/Modern Buildings “New England” Character of Campus Capital Maintenance Program Student Services/Programming Technology Investment and Training Professional Development for Pre-K-12 Teachers 	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> Resources Constraints Limited Parking Few New Academic Programs Alumni Relations Older Residence Halls Limited Outdoors Intramural Fields Land-Locked Campus Lack of Public Transportation Automobiles/Through-Roads on Campus Classroom/Office Space Constraints Selected Facilities Renovation Need Development
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> Leader in Infusion of Technology Across the Curriculum First Mass. Public College Requiring Laptops Growth in Area High Tech/Business/Population Increasing High School Graduates New Athletic Facility On-Line Courses and Degree Program Strategic Capital Plan Process Underway Expanded HEFA Authorization Growth of Honors/International Programs Need for additional Teachers in the State Workforce Development Partnerships 	<p><u>Threats</u></p> <ul style="list-style-type: none"> State Funding Constraints MCET Performance/Perception Concern Impact of MCAS Grad. Requirement Limited Alternative Revenue Sources Inflation Costs Limited Evaluation of Outcomes/Quality Community Relations Capital Investment at Other Colleges including new residence halls

Identification of Relationship Between Institution and Environment:

Mission

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

Target Market

- Students from within the Commonwealth and the New England region

- Predominantly traditional college age students
 - o 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
 - o 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")
 - o 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

- 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/Foundaiton/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:

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 and associated metrics for evaluating performance. 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.

Proposed actions steps for AY2002 and status as reported last year are noted in standard black type. **Action Steps for AY2003 and the status of progress against those planned actions are noted in blue highlighted type.**

Action Plan - Laptop Program Implementation	
<p>Context:</p> <ul style="list-style-type: none"> ○ FRC is entering its sixth year of a laptop loaner program <ul style="list-style-type: none"> ▪ 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 summer institutes ○ 12 "smart" classrooms have been equipped; 6 mobile unit labs 	
AY2001-02; AY2002-03	Status – AY2002-03 Update
1. Secure No Interest Loan (NIL) Funding for AY03-AY05 1. Implement NIL Program	\$500K annually for three years secured; Year 1 (AY03) funding obtained and distributed; Year 2 (AY04) funding allocated by Commonwealth Office of Student Financial Assistance
2. Upgrade to 802.11.b wireless standard (R2 access) & DS3 line. 2. Implement laptop purchase requirement	State G.O. funding received to complete wireless upgrade; DS3 implementation complete; network upgrades during summer 2002; Mandatory laptop program implemented beginning Fall 2002; server and switches upgrade during AY2003; additional packet shaper (network traffic control) technology instituted.
3. Expand pilot to 700 loaner laptops 3. Schedule freshmen courses to ensure at minimum one laptop based course each semester	Gateway laptops selected for Fall 2002; available to FSC students at approximately 30% below list; Loaner program extended to 900 students in AY2003; Freshmen writing course with all sections incorporating laptops; expansion of other laptop course offerings; freshmen registration reviewed to ensure laptop course enrollment. In a survey among students who were enrolled in Fall 2003 courses that required laptops, 78% of the 679 respondents thought the wireless technology either "somewhat enhanced or greatly enhanced" their educational experience.
4. Faculty training 4. Faculty training	Leonhardt lab faculty training lab relocation and enhancement; Creation of Division of Academic Technology and Distance Education and expansion of staff
5. Equip IT Classrooms: 5. Equip IT Classrooms	HH212 smart classroom completed Lenhardt Lab conversion during summer 2002 "Smart Cart" purchase being reviewed to equip other classrooms; 6 mobile units purchased; additional 2 smart classrooms brought online for AY2003; 2 additional classrooms furnished with laptop furniture
6. Upgrade servers/desktop OS (W2K) 6. Upgrade servers/desktop	Windows 2000 migration occurring during summer 2002; New server installation Spring 2003; new firmware for wireless units for enhanced traffic control; new firewall and virus protection upgrades implemented.

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

AY2001-02; AY2002-03	Status – AY2002-03 Update
<p>1. Propose Revisions to Mission Statement</p> <p>1. Develop new courses and programs</p>	<p>Revised Mission Statement Approved IT Minor approved by Curriculum Committee during AY03; new Integrated Business and Technology Program under initial discussion. Information Technology concentration in Computer Science major being explored.</p>
<p>2. Implement Degree Works Online Audit</p> <p>2. Implement Degree Works Registration</p>	<p>Degree Works Audit in pilot phase; full implementation for Fall 2002 (occurred Spring 2003); Online registration options being considered, no decision on approach complete. An on-line undergraduate admissions application was developed and implemented for spring and fall 2003 entrance periods; over 18% of all applications were submitted on-line.</p>
<p>3. Explore Ingris Web Product</p> <p>3. Study Administrative/Student Services Systems options</p>	<p>Decision made to pursue comprehensive Administrative Management System implementation solution in future; new CITO will be charged with reviewing AMS options</p>
<p>4. Set up NEASC self-study teams</p> <p>4. Conduct NEASC self-study</p>	<p>Teams and chair identified; First draft of self-study posted on Blackboard site for campus constituents to review; second draft to be completed over the summer to be discussed in open forums in fall 2003.</p>
<p>5. Explore accreditation opportunities</p> <p>5. Determine accreditation options and action steps</p>	<p>A member of the Computer Science Accreditation Board (SCAB) made a “mock” evaluation site visit in spring 2003; the Computer Science Department expects a report in June.</p>
<p>6. Review Professional Centers</p> <p>6. Develop appropriate goals for Centers</p>	<p>Expansion/moves to occur during summer 2002; Expansion/moves occurred during AY2003; Centers review ongoing in light of budget situation</p>
<p>7. Develop Pilot Assessment Program; assign responsibilities; involve curriculum committee</p> <p>7. Pilot Assessment Program</p>	<p>Preliminary report made to cabinet Assessment review part of NEASC self-study; numerous committee and campus-wide forums held; General Education review underway. The Graduate Program has instituted a Program Exit Survey and is preparing an online Graduate Alumni Survey. A faculty workshop, led by NEASC’s Assoc. Dir. of Assessment, addressed “<i>Assessing Student Learning Outcomes</i>” and a faculty conference covered “<i>Assessing FSC Student Engagement</i>” and “<i>Assessing Academic Technology in the Classroom.</i>”</p>
<p>8. Develop enrollment management strategy taking into account new programs and services/IT focus</p> <p>8. Implement enrollment management strategy</p>	<p>Review of “underutilized” space underway; 2 additional classrooms brought online during AY2003; additional 2 classroom expected to be converted from other uses during summer 2003.</p> <p>Undergraduate Admissions initiated the following outreach activities with middle school and early high school age students: Talent Search, You, Inc./Upward Bound, GEAR UP, New Leadership Charter, Tomorrow’s Teachers Club, and Kids 2 College.</p>

Action Plan – Facilities Renewal and Reuse

Context:

- Strong capital maintenance program
- Selected facilities renovation need
- Facilities support both “University Learning” and “College Environment” vision

AY2001-02; AY2002-03	Status – AY2002-03 Update
1. Complete Athletic Facility 2. Complete Linsley Hall (Phase II) renovation	Complete; outstanding service road project to be completed June 2002; service road and athletic facility punchlist items complete; Linsley Hall renovation complete
2. Complete phase I of Linsley Hall renovation 2. Installation of sprinklers in Foster Hall	Complete; phase II scheduled for summer 2002; phase II complete; Foster Hall renovations folded into 5 year comprehensive residence halls repair program; Foster renovations scheduled for summer 2003
3. Hemenway Auditorium (HH212) renovation 3. Bond offering to finance Towers renovation	Complete; Financing secured for Phase I of Towers renovation project (financing including refunding of outstanding debt)
4. Church Street House renovation upon acquisition 4. Installation of sprinkler in O'Connor	Complete; Complete
5. Study options for Technology and Performance Center 5. Design Technology and Performance Center	Combination solution of HH212 and Dwight Auditorium renovation; G.O. funding secured; study underway; study of Dwight Auditorium Performance & Technology Center to be complete by August 2003; Construction completion target of Fall 2005
6. Determine use of 118 State Street house 6. Crocker Hall renovation study and funding request	Funding for renovation of 118 State Street requested as part of comprehensive Crocker Hall renovation project (Bement house to be used as swing office space); State-wide Strategic Capital Plan to be released in June 2003.
7. Space conversions in Student Center upon department moves to athletic facility 7. College Forum renovations	Final changes to be implemented during summer 2002; College Center space conversions complete; College forum renovations on hold.
8. Determine use of old book store space and patio 8. Space conversion/renovation of old book store and patio	Conversion underway for use by ITS with move-in during summer 2002; Old book store renovation complete.
9. Explore additional uses of Ecumenical Center 9. Study space reconfiguration/ allocation of Hemenway Hall and Library	Additional events permitted to be booked; artist-in-residence programs expanded for upcoming academic year; Consideration of reintroduction of CoffeeHouse programs for upcoming year; “Underutilized” space study occurring during Spring 2003 for action during Summer 2003.
Future identified objectives accomplished in current year:	Renovation of planetarium to be completed summer 2002; over \$1M in renovations to O'Connor, Mann, Pierce residence halls funded from G.O. and MSCBA sources to be completed during summer 2002; \$3.4M in residence hall repairs scheduled for Summer 2003; occupancy over 100%.

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

AY2001-02; AY2002-03	Status – AY2002-03 Update
1. Acquire State Street property 1. Create parking lot from State Street Property	Complete; conversion to parking during summer 2002; Complete in AY02
2. Seek permission for use of court area for parking expansion at Maple Street lot 2. Expand Maple Street Lot	Possible Summer 2003 project as part of athletic fields renovations
3. Provide education material on parking expansion progress over last 10 years 3. Develop “Campus Core” including “Hillside” parking and “historic academic quad”	Noted in Gatepost article; parking committee has convened to discuss progress; Academic Quad developed Summer 2002; New “Normal Hill” parking lot to be completed Summer 2003
4. Explore use of Bowditch field for athletic field use and additional parking 4. Study Union Street parking/ facilities options relating to maintenance building use	Decision made to renovate Maple Street athletic fields with astrograss surface; Union Street major alterations determined to be cost prohibitive at this time.
6. Develop “Campus Core” plan <ul style="list-style-type: none"> ○ study feasibility/cost of Hillside parking options; design campus routing to facilitate “campus core” concept --	Academic quad work ongoing; Larned Hillside lot study out to bid; State Street parking lot to be completed during summer 2002; Continued improvements planned to academic quad; extension of service road around Towers under consideration; “Normal Hill” lot to be completed summer 2003; VHB study to be presented to Framingham Planning Board in May.

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

AY2001-02; AY2002-03	Status – AY2002-03 Update
1. Examine relationship between Alumni Association, Foundation and College 1. Provide additional alumni services and programs through Alumni Association and/or College	Foundation reorganization complete; Alumni Association situation ongoing; College Alumni Association reactivated; programming enhanced and fund raising has increased; independent Alumni Association issue still unresolved
2. Hire Development and Alumni Services Director who also serves as Executive Director of Foundation 2. Develop Foundation fund-raising capacity	Complete; Development efforts ongoing; Director position currently vacant.
3. Create Executive Board for Foundation 3. Review advisory board structure for Professional Centers	Executive Board created; capital campaign target identified; policies development ongoing; Foundation Executive Board will begin review this summer on role of the Foundation in fundraising. Professional Centers review ongoing.
4. Undertake reorganization of campus-wide IT services 4. Review residence hall major systems operations and maintenance structure	Complete; additional IT organizational changes occurred Fall 2002 with creation of Division of Academic Technology and Distance Education and all IT technical support being placed under ITS; Residence hall maintenance reorganization occurred AY2003
Future identified objectives accomplished in current year:	Reorganization of residence halls maintenance in process; Residence hall maintenance reorganization completed.

Review of Strategic Priorities and Action Steps progress will occur annually with anticipated Board of Trustees discussion in September of each year.

FRAMINGHAM STATE COLLEGE

**BOARD OF TRUSTEES MEETING
ATTACHMENT V**

MAY 21, 2003

TRUSTEE ACTION ITEM

ACTION ITEM: FY 2003-2004 Trust Fund Budgets

FRAMINGHAM STATE COLLEGE

BOARD OF TRUSTEES MEETING
ATTACHMENT VI

May 21, 2003

TRUSTEE ACTION ITEM

MOTION: To approve all Personnel Actions

**PERSONNEL ACTIONS
APPOINTMENT**

Laughran, Patrick D.	Chief Information and Technology Officer	Effective: 05/15/2003 Annual Salary Rate: \$85,000.24
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TENURE TRACK APPOINTMENTS

Fenollosa, Michael	Assistant Professor Economics & Business	Effective: 09/01/2003 Annual Salary Rate: \$62,000.12
Levandosky, Julie	Assistant Professor Mathematics	Effective: 09/01/2003 Annual Salary Rate: \$43,625.40
Perman, Karen Druffel	Assistant Professor Economics & Business	Effective: 09/01/2003 Annual Salary Rate: \$52,000.00
Prehar, Cynthia	Assistant Professor Psychology & Philosophy	Effective: 09/01/2003 Annual Salary Rate: \$43,500.08

FULL TIME TEMPORARY APPOINTMENTS

Benaion, Eliani	Instructor Modern Languages	Effective: 09/01/2003 – 05/31/2004 Annual Salary Rate: \$39,510.12
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RESIGNATIONS

Hawkins, Pamela, R.	Assistant Director Admissions	Effective: 05/03/2003
Kennett, Gary	Staff Assistant IT Services	Effective: 06/21/2003
McKittrick, Keith, M.	Director Development & Alumni Relations	Effective: 04/12/2003
Smith, April	Assistant Professor Chemistry & Food Science	Effective: 05/31/2003
Spealman, Kerry	Staff Assistant IT Services	Effective: 02/08/2003

May 21,2003

Page 2 of 2

CHANGE OF TITLE

Carr, Laurie Lenzi

Staff Associate/Coordinator
Of Residence Hall Assignments
Student Services

Effective: 06/29/2003
Annual Salary Rate: \$40,354.60
(10 month position)

CORRECTION OF TITLE

Keil, David

Reported as: Instructor
Computer Science
Should be: Assistant Professor
Computer Science

Effective: 09/01/2003

CORRECTION OF SALARY

Connaughton, Mary

Instructor
Economics & Business

Effective: 01/19/2003 - 05/31/2003
Annual Salary Rate: \$41,697.76