



Framingham

State University

Framingham State University Academic Affairs Committee of the Board of Trustees

**November 8, 2018
8:00 a.m. – 9:30 a.m.**

**Alumni Room (Room 309)
D. Justin McCarthy Campus Center**



Academic Affairs Committee of the Board of Trustees

Agenda

Thursday, 8 November 2018

McCarthy Center, Alumni Room

08:00 a.m. – 09:30 a.m.

1.0 Approval of Minutes from the Previous Meeting – 6 November 2018

Time: 08:00 a.m. – 08:01 a.m.

Presenter(s): Nancy Budwig (Committee Chair)

Attachment(s): Pp. 01 – 07

2.0 From the Provost's Office: Updates

2.1 Subtopic: Sabbatical Requests

Time: 08:01 a.m. – 08:15 a.m.

Presenter(s): Linda Vaden-Goad and Academic Deans

Attachment(s): Pp. 08 – 19

2.2 Subtopic: Enrollment Update – Day of Record (official data)

Time: 08:15 a.m. – 08:30 a.m.

Presenter(s): Linda Vaden-Goad

2.3 Subtopic: Upcoming Presentation for January 2019 Meeting: Research Incentives for Faculty

Time: 08:30 a.m. – 08:31 a.m.

Presenter(s): Linda Vaden-Goad

3.0 From the Provost's Office: Reports

3.1 Subtopic: Growth & Delivery of Online Programs & Courses

Time: 08:31 a.m. – 08:45 a.m.

Presenter(s): Scott Greenberg, Yaser Najjar, & Robin Robinson

3.2 Subtopic: Program Growth & Budget Considerations

Time: 08:45 a.m. – 08:55 a.m.

Presenter(s): Linda Vaden-Goad

4.0 From the Provost's Direct Reports: Updates

Time: 08:55 a.m. – 09:30 a.m.

Presenter(s): Select Direct Reports of the Provost:

Continuing Education (Scott Greenberg; p. 20)

Graduate Studies (Yaser Najjar; p. 20)

Library (Bonnie Mitchell; p. 21)

College of Arts & Humanities (Marc Cote; pp. 21-22)

College of Business (Susan Dargan; pp. 22-23)



*College of Education (Larnell Flannagan; p. 23)
College of STEM (Margaret Carroll; pp. 23-25)
College of Social & Behavioral Sciences (Susan Dargan; pp. 25-26)
CELTSS (Jon Huibregtse; p. 26)
Education Technology & Interactive Media (Robin Robinson; pp 31-42)
Institutional Research (Ann Caso; pp. 27; 43-45)*

Attachment(s): Pp. 20 – 45

Academic Affairs Committee of the Board of Trustees – Charter

This committee is chartered with the responsibility of assuring the quality of the educational experience and the fit between the university's mission and the academic programs offered. The committee's oversight involves: reviewing policies and practices related to teaching, learning and evaluation; faculty development, training and evaluation; assessment of student learning, outcomes and related responses; accreditation at the program and institutional level; new or expanded programs; and results related to retention, graduation and the total educational experience. The committee is charged with examining the adequacy of financial resources allocated to support a high-quality educational experience and monitoring regularly the connections between academic programs and financial sustainability.

Framingham State University (FSU)
Academic Affairs Committee of the Board of Trustees (BOT)
Minutes
Alumni Room | McCarthy Campus Center
Thursday, 6 September 2018 | 08:00 a.m. - 09:30 a.m.

Attendance

Committee Members Present

BOT:	Nancy Budwig (Committee Chair)
BOT:	Fernando Quezada
Provost & Vice President (VP), Academic Affairs:	Linda Vaden-Goad
Associate VP & Dean, Continuing Education:	Scott Greenberg
Dean, Graduate Studies:	Yaser Najjar
Dean, Arts & Humanities:	Marc Cote
Dean, Education:	Larnell Flannagan
Dean, Library:	Bonnie Mitchell
Dean, Science, Technology, Engineering, & Mathematics:	Margaret Carroll
Dean, Social & Behavioral Sciences:	Susan Dargan

Additional Present

Executive Assistant, Academic Affairs:	Katelyn Christopher (Recording Secretary)
BOT:	Richard Logan
BOT:	Michael Grilli
President, FSU:	F. Javier Cevallos
Executive VP, Administration, Finance, & IT:	Dale Hamel
VP, Enrollment & Student Development:	Loretta Holloway
Chief of Staff & General Counsel:	Ann McDonald
Chief Diversity & Inclusion Officer:	Virgen (Millie) Gonzalez
Director, CASA:	LaDonna Bridges
Director, Education Technology & Interactive Media:	Robin Robinson
Director, Grants & Sponsored Programs:	Patricia Bossange
Director, Honors Program:	Paul Bruno
Director, IE - Assessment:	Mark Nicholas
Associate Director, IE - Institutional Research:	Ann Caso
Coordinator, IE - Student Retention & Graduation Success:	Lauren Keville
Director, International Education:	Jane Decatur
Registrar, Office of the Registrar:	Mark Powers

Proceedings

Approval of Minutes from the Previous Meeting - 7 May 2018

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

From the Provost's Office: Updates

- L. Vaden-Goad touched upon:
 - The biographies written by CELTSS for new, incoming full-time MSCA members.
 - The Children's Literature Festival.
 - Arts and Ideas, the focus of which has been on the anniversary of the moon landing.

- People will be interviewed about their memories of the moon landing.
- The Marlborough Collaborative, and how we would like to focus on what the region has to offer, especially in the way of a management major.
- The first-year experiences.
 - These will be discussed at the first Department Chairs meeting of the year (on September 17, 2018).
 - L. Vaden-Goad would like to see more community-based first-year projects.
- Campus engagement with the general education program.
- Budget reductions:
 - We have been cancelling courses with low enrollment throughout this year.
 - The Deans have been working with the Department Chairs on this.
 - N. Budwig said that one of the goals of this committee is to keep track of the Academic Affairs budget.
 - There are approximately twenty policies that have been or will be changed this year to help with costs.
- The Annual Report.
- L. Vaden-Goad read the credentials for the new individuals joining the Division of Academic Affairs.
- S. Greenberg presented on the Danforth Art School.
 - Summer 2018 was our first summer having the Danforth Art School as part of FSU.
 - It served the K-12 students.
 - Noelle Fournier did an outstanding job selecting exceptional faculty to help with the art school.
 - FSU had 377 students on campus for the art school, and all faculty and staff involved did a great job in helping facilitate and support the program, as well as ensuring the safety of the children on campus.
 - Until the museum is ready, the Danforth will conduct adult and children's programming in the house on Maple Street.
 - There is a lot of potential for growth from this program.
 - R. Logan asked from where the students for the art school were coming.
 - S. Greenberg said that they come primarily from town and cities in MetroWest.
 - The reputation of the Danforth as an art school is very good.
 - Not only do students have fun, but they receive a high-quality art education.
 - During the summer program, the children's art work was on exhibit every Friday so that parents, siblings, and others could see their work.
- L. Vaden-Goad presented on the strategic plan.
 - The spreadsheet is sortable by a number of different methods, including by the goals set forth by the Board of Higher Education.
- S. Dargan presented on the hospitality and tourism management major.
 - Professor Ann Johnson helped design the program.
 - Because it is still so new, there are no concentrations within the major as of yet.
 - In order to apply for accreditation with the Accreditation Commission for Programs in Hospitality Administration (ACPHA), the program needs to be in place for three years.
 - The program was passed through governance by the end of AY 2017-2018.
 - There is already one search taking place for a tenure-track faculty member dedicated for the program.
 - R. Logan asked how many schools offer this program.

- Salem State University offers something akin to the program, but it is a concentration, not a full major. There are also programs offered in the UMass system, Endicott College, and Boston University. However, FSU would be the only MA state college/university to offer a full program.
- Mt. Ida Teach-Out for Commercial Photography
 - FSU has been working closely with Mt. Ida and the Board of Higher Education ever since the former closed.
 - For the Commercial Photography major, FSU officials will work to develop it semester by semester, in order to help Mt. Ida's displaced students.
 - Non-Mt. Ida students can take these specific classes as well.
 - Some classes will need to be taught as directed studies because of the class's advanced nature.
 - This specialty program will seek accreditation through the National Association of Schools of Art & Design (NASAD).
 - Professor Brian Wilson has volunteered to have his students photograph the Campus Creative event on October 21, which will be held from 11:00 a.m. until 3:00 p.m. in Crocker Grove.

From the Provost's Office: Reports

- In a previous meeting, F. Quezada had asked about the history of the Office of Grants and Sponsored Programs (OGSP).
 - L. Vaden-Goad and the former director of the office, Jonathan Lee, would meet weekly when he first came under the direction of the Division of Academic Affairs.
 - P. Bruno stated that, from a faculty member's perspective, one key benefit of having the OGSP was its institutional knowledge.
 - F. Quezada asked what this committee's incentives are that will help lead faculty research initiatives; what kinds of support would be valuable?
 - N. Budwig said that FSU could consider linking the OGSP to first-year programming and community projects.
 - FSU's faculty bring their students directly into their research, providing a different perspective to the importance of grant writing.
 - Retention increases when students are engaged in these types of projects.
 - N. Budwig also suggested that faculty collaborate with one another.
 - F. Quezada suggested that, at a future date, it would be helpful to know the rules of engagement with this topic.
- M. Nicholas presented on the NECHE (formerly NEASC) fifth year report.
 - There is a committee working to complete the report.
 - It is a faculty-led initiative, guided by M. Nicolas and facilitated by L. Vaden-Goad.
 - Every program has an individual assessment plan.
 - R. Logan asked if all these get posted, and M. Nicolas said that they do on the FSU Assessment website.
 - R. Logan asked what the due date is for the fifth year report, and M. Nicolas said that it is due in January 2019.
- P. Bossange gave a quick overview of current affairs in the Office of Grants and Sponsored Programs.

From the Provost's Office: Policies, Procedures, & Practices

Framingham State University (FSU)
Academic Affairs Committee of the Board of Trustees (BOT)
Minutes
Alumni Room | McCarthy Campus Center
Thursday, 6 September 2018 | 08:00 a.m. - 09:30 a.m.

- M. Cote gave an overview on the English Department's academic program self-study, external reviews, and changes.
 - Program reviews are conducted every five years by the academic departments on campus.
 - For the English Department, Professors Elaine Beilin and Patricia Crouch (who have both left FSU) will be replaced soon.
 - Given current budget considerations, the English Department is not looking to create additional study abroad opportunities at this time.
- M. Carroll gave an overview on the Biology Department's academic program self-study, external reviews, and changes.
 - The department's external review was conducted in Fall 2017.
 - The external reviewer recommended expanding the faculty, but given current budget constraints, this will not happen in the near future.
 - N. Budwig said that when external reviewers come from other institutions, they often feel the need to offer change, such as recommending to expand the faculty.
 - N. Budwig then asked how this recommendation would fit with the 15% rule and Visiting Lecturers (VLs), and the extent to which this suggestion runs into this issue.
 - M. Carroll said that FSU uses VLs to teach laboratory sessions, and that VLs who teach labs do not count towards the 15% rule.
 - The MSCA contract adjusts for this, hence why the FTE counts for VLs in Biology and Chemistry & Food Science look high.
 - The Biology Department would like to replace Professor Eugene Muller, who will be retiring at the end of this academic year. Dr. Muller has taught courses in microbiology; the department would like to replace this position with a molecular biologist (E. Muller taught microbiology).

From the Provost's Direct Reports: Updates

- All the present members of the Academic Affairs Council each gave a short presentation on the topics they submitted for review.

Closing

- The meeting was adjourned.

Documents Presented at This Meeting

- For a complete list of the documents presented at this meeting, please refer to the attached meeting agenda, beginning on the next page.



Academic Affairs Subcommittee of the Board of Trustees

Agenda

Thursday, 6 September 2018

McCarthy Center, Alumni Room

08:00 a.m. – 09:30 a.m.

1.0 Approval of Minutes from the Previous Meeting – 7 May, 2018

Time: 08:00 a.m. – 08:01 a.m.

Presenter(s): Subcommittee Chair: Nancy Budwig

Attachment(s): Pp. 01 - 05

2.0 From the Provost's Office: Updates

2.1 Subtopic: Brief Updates

Time: 08:01 a.m. – 08:07 a.m.

Presenter(s): Linda Vaden-Goad

Additional Notes:

- *New Faculty: Brief Biographies (pp. 06 – 13)*
- *Swiacki Children's Literature Festival: The Pat Keogh Memorial Workshop*
- *Arts & Ideas*
- *Marlborough Collaborative*
- *New Academic First-Year Experience*
- *Campus Engagement with the General Education External Review & Next Steps*
- *Addressing Current & Future Budget Reductions*
- *Academic Affairs Annual Report*

2.2 Subtopic: New People / New Roles

Time: 08:07 a.m. – 08:10 a.m.

Presenter(s): Linda Vaden-Goad

Additional Notes:

- *Alexandrine Policar: Director, Processes & Efficiencies*
- *Jon Huibregtse: Director, CELTSS*
- *Mark Hardie: Director, World of Work & Director, Entrepreneur Innovation Center*
- *Patricia Bossange: Director, Office of Grants & Sponsored Programs*

2.3 Subtopic: Danforth Art School

Time: 08:10 a.m. – 08:15 a.m.

Presenter(s): Scott Greenberg

2.4 Subtopic: Strategic Plan: Goals & Metrics for This Academic Year



<i>Time:</i>	08:15 a.m. – 08:22 a.m.
<i>Presenter(s):</i>	Linda Vaden-Goad
<i>Attachment(s):</i>	P. 14
2.5 Subtopic:	<i>Status of Our New Major: Hospitality & Tourism Management</i>
<i>Time:</i>	08:22 a.m. – 08:27 a.m.
<i>Presenter(s):</i>	Susan Dargan
2.6 Subtopic:	<i>Status of Our New Teach-Out (Mt. Ida): Commercial Photography</i>
<i>Time:</i>	08:27 a.m. – 08:32 a.m.
<i>Presenter(s):</i>	Marc Cote
3.0 From the Provost's Office: Reports	
3.1 Subtopic:	<i>Developing the Office of Grants & Sponsored Programs (OGSP)</i>
<i>Time:</i>	08:32 a.m. – 08:37 a.m.
<i>Presenter(s):</i>	Linda Vaden-Goad
<i>Attachment(s):</i>	Pp. 15 - 27
3.2 Subtopic:	<i>Interim 5th Year Report: New England Commission of Higher Education (NECHE)</i>
<i>Time:</i>	08:37 a.m. – 08:44 a.m.
<i>Presenter(s):</i>	Mark Nicholas
<i>Attachment(s):</i>	P. 34
3.3 Subtopic:	<i>Grants & Sponsored Programs</i>
<i>Time:</i>	08:44 a.m. – 08:49 a.m.
<i>Presenter(s):</i>	Patricia Bossange
<i>Attachment(s):</i>	Pp. 36 - 38
4.0 From the Provost's Office: Policies, Procedures, & Practices	
4.1 Subtopic:	<i>Academic Program Self-Study, External Review, & Tracking Change: English Department</i>
<i>Time:</i>	08:49 a.m. – 08:54 a.m.
<i>Presenter(s):</i>	Marc Cote
4.2 Subtopic:	<i>Academic Program Self-Study, External Review, & Tracking Change: Biology Department</i>
<i>Time:</i>	08:54 a.m. – 08:59 a.m.
<i>Presenter(s):</i>	Margaret Carroll
5.0 From the Provost's Direct Reports: Updates	
<i>Time:</i>	08:59 a.m. – 09:30 a.m.
<i>Presenter(s):</i>	<i>Select Direct Reports of the Provost:</i> Continuing Education (Scott Greenberg) Graduate Studies (Yaser Najjar)



*Library (Bonnie Mitchell)
College of Arts & Humanities (Marc Cote)
College of Business (Susan Dargan)
College of Education (Larnell Flannagan)
College of STEM (Margaret Carroll)
College of Social & Behavioral Sciences (Susan Dargan)*

Attachment(s): Pp. 28 - 38

Academic Affairs Subcommittee of the Board of Trustees – Charter

This subcommittee is chartered with the responsibility of assuring the quality of the educational experience and the fit between the university's mission and the academic programs offered. The subcommittee's oversight involves: reviewing policies and practices related to teaching, learning and evaluation; faculty development, training and evaluation; assessment of student learning, outcomes and related responses; accreditation at the program and institutional level; new or expanded programs; and results related to retention, graduation and the total educational experience. The subcommittee is charged with examining the adequacy of financial resources allocated to support a high-quality educational experience and monitoring regularly the connections between academic programs and financial sustainability.



To: Javier Cevallos, Ph.D.
President
From: Linda Vaden-Goad, Ph.D.
Provost & Vice President for Academic Affairs
Date: November 2, 2018
Re: Sabbatical Leave Recommendations

During Academic Year (AY) 2018-2019, the following numbers of sabbaticals were approved:

- Semester-long: 17
- Year-long: 1

For AY 2019-2020, I am recommending the following numbers of sabbaticals (the individuals of which can be found below):

- Semester-long: 20
- Year-long: 0

I am also recommending that the following number of sabbaticals be deferred until AY 2020-2021:

- Semester-long: 1
- Year-long: 0

Also: included with this memo are the following documents:

1. Each candidate's "Request for Sabbatical Leave" form (to be signed by the President)
2. "Sabbatical Leave - Summary Chart of Requests for AY 2019-2020"
3. "Sabbatical Leave - Incremental Cost Calculation - AY 2019-2020"



Framingham

State University

Department	Name First (Legal)	Name Preferred (Nickname)	Name Last (Legal)	Duration	Notes
Fashion Design & Retailing	Seunghye		Cho	Spring 2020	
Psychology & Philosophy	T.	Bridgett	Galvin	Fall 2019	
Art & Music	Christian		Gentry	Spring 2020	
Sociology	Xavier		Guadalupe-Diaz	Spring 2020	
English	Alexander	Sandy	Hartwiger	Fall 2019	
History	Jon		Huibregtse	Spring 2020	
Food & Nutrition	Ann		Johnson	Spring 2020	
Biology	Amy		Knapp	Spring 2020	
Education	Kelly		Kolodny	Spring 2020	
Management & Business IT	Robert	Bob	Krim	Fall 2019	
Food & Nutrition	Susan		Massad	Spring 2020	
Political Science	Christopher	Chris	McCarthy-Latimer	Spring 2020	
Art & Music	Timothy		McDonald	Spring 2020	
Chemistry & Food Science	Ishara		Mills-Henry	Fall 2019	
History	Stefan		Papaioannou	Spring 2020	
Sociology	Virginia		Rutter	Spring 2020	
Psychology & Philosophy	Charles	Chip	Sachs	Spring 2020	
Physics and Earth Science	Vandana		Singh	Spring 2020	
Communication Arts	Niall		Stephens	Spring 2020	
Chemistry & Food Science	Shelli		Waetzig	Spring 2020	

Food & Nutrition	Andrea		Gorman	Originally: Spring 2020	Deferred at request of Academic Affairs until AY 2020-2021
------------------	--------	--	--------	-------------------------	--

Sabbatical Leave - Summary Chart of Requests for AY 2019-2020

College	Home Department	Name First (Legal)	Name Preferred (Nickname)	Name Last (Legal)	Email FSU	Current Rank	During Academic Year	Leave Request for:	Input from Dean Title of Sabbatical	Input from Dean Purpose	Input from Dean Outcome	Input from Dean Connection to Teaching	Input from Dean Qualifications	Input from Dean Replacement	Notes
Arts & Humanities	Fashion Design & Retailing	Seunghye		Cho	scho@framingham.edu	Assistant Professor	AY 2019-2020	Spring Semester	1. Empathic Design Theory in the Fashion Design Process 2. The Development of Design Ideas through the Grafting of Natural Dyeing Techniques	Professor Cho intends to continue her research in empathetic design theory in the fashion design process. Additionally, she plans to work on her own fashion design, exploring possibilities of natural dyeing techniques in a more responsible, sustainable practice of production.	Professor Cho intends to complete another manuscript in which she explores empathetic design theory. She will seek representation in a peer-reviewed journal. Professor Cho will also develop a body of fashion design work in which she utilizes natural dyeing techniques.	Professor Cho regularly teaches fashion design courses in the Department of Fashion Design and Retailing. Her planned scope of activities will directly reinforce her already accomplished ability to teach these courses with depth and a greater sense of social responsibility.	Professor Cho holds an MFA in Fashion Design. She has published numerous articles and presented research in regional and national venues, including the International Textile Association of America.	2 VLs	
Social & Behavioral Sciences	Psychology & Philosophy	T.	Bridgett	Galvin	bperry@framingham.edu	Professor	AY 2019-2020	Fall Semester	Research: From Teaching to Learning and Back Again: Lessons Learned and Shared	Dr. Galvin will collect and transcribe 60 interviews of FSU faculty with a focus on preparing for one's first five years; academic choices after tenure; mid-career adjustments; work/family life balance in academics; best teaching moments; and worst teaching moments. She will then conduct a qualitative analysis of these data.	Dr. Galvin will prepare a manuscript for publication as well as modules for our CELTSS website. She will also create a list of suggestions for our faculty mentoring program at FSU based on the data gleaned from the interviews.	Dr. Galvin's proposed study is directly related to teaching. She will share her results in the form of a manuscript and advice modules for faculty at various stages in their careers.	Dr. Galvin has a Ph.D. in Psychology from the University of Oklahoma. She regularly teaches research methods courses in her department. Dr. Galvin chaired CELTSS, our faculty development center, and has published research in the area of the scholarship of teaching and learning.	2 VLs	Did not complete their sabbatical request using the online form
Arts & Humanities	Art & Music	Christian		Gentry	cgentry@framingham.edu	Assistant Professor	AY 2019-2020	Spring Semester	Projects in Piano, Chamber Music, and Electronic Music	Dr. Gentry intends to: 1. Complete an album of original chamber music for trombone; 2. Complete an edited edition of his three-volume piano solo work; 3. Organize an Electro Music Festival and Conference at FSU; and 4. Continue to work on music theory-related academic articles.	Dr. Gentry plans to record, mix, master and distribute his album of chamber music. He hopes to finalize plans for Jihye Chang to perform his 3-volume piano solo work in a world premiere. He intends to create the first iteration of the Electro Music Festival and Conference. He hopes to expand his music theory articles into a cohesive textbook.	Dr. Gentry regularly teaches course in music history, music theory, and electro-acoustic music composition in the Department of Art and Music. His sabbatical work would provide direct benefit in his teaching of musical production and distribution. His plans for a festival and conference would enthuse the FSU and regional music communities.	Dr. Gentry holds a PhD in Music. In his compositional and performative work, he specializes in electro-acoustic composition, including found-sound experimentation.	2 VLs	

Sabbatical Leave - Summary Chart of Requests for AY 2019-2020

College	Home Department	Name First (Legal)	Name Preferred (Nickname)	Name Last (Legal)	Email FSU	Current Rank	During Academic Year	Leave Request for:	Input from Dean Title of Sabbatical	Input from Dean Purpose	Input from Dean Outcome	Input from Dean Connection to Teaching	Input from Dean Qualifications	Input from Dean Replacement	Notes
Science, Technology, Engineering, & Mathematics	Food & Nutrition	Andrea		Gorman	agorman1@framingham.edu	Assistant Professor	AY 2019-2020	Spring Semester	Preparation for Accreditation Council for Education in Nutrition and Dietetics (ACEND) site visit in 2021	Dr. Gorman will begin to prepare for the Accreditation Council for Education in Nutrition and Dietetics (ACEND) site survey in 2021. She will assist the department in adopting new management tools and explore commercial options for a management system for the Coordinated Program in Dietetics data. She will visit off-site facilities to assess their ability to complete student performance evaluations. She will evaluate systems for online grading and student versions of electronic medical record software. She will also update surveys to be deployed to students and alumni and systems for student assessment of performance in practicum courses.	Dr. Gorman's work will lead to improved program and student assessment. She will assist the department in adopting new software that will produce assessment data for ACEND accreditation. The software will make it easier for preceptors to evaluate students thereby improving preceptor satisfaction and increasing the retention of sites for student practica.	Findings may result in adoption of new software designed to improve pedagogy, provide a realistic learning environment for clinical students through electronic medical record software, and improve timeliness and impact of preceptor feedback.	Dr. Gorman holds the Ph.D. in Nutrition from the Boston University School of Medicine. Her research interests are health literacy, nutrition support and intervention, and overweight/obesity co-morbidity issues. She has recently agreed to take over administration of the Coordinated Program in Dietetics in preparation for an upcoming retirement.	1-2 VLs Suzanne Neubauer will help with coordinated program needs.	There are three requested sabbaticals in the Nutrition department therefore Dr. Gorman has agreed to postpone her sabbatical until 2020-2021 to ease scheduling. Likely, she will take the spring 2021 semester (LVG).
Social & Behavioral Sciences	Sociology	Xavier		Guadalupe-Diaz	xguadalupediaz@framingham.edu	Assistant Professor	AY 2019-2020	Spring Semester	Research: Intimate Partner Violence among Transgender Individuals Using a Nationally Representative Sample	Dr. Guadalupe-Diaz will use a nationally representative dataset to conduct a study on the statistically significant risk factors and outcomes of transgender intimate partner violence.	Dr. Guadalupe-Diaz will create a workable dataset of transgender people living in the U.S. He will conduct a generalizable analysis of transgender people in the U.S. with a focus on intimate partner violence. He will submit his study for publication in academic journals and at professional conferences.	Dr. Guadalupe-Diaz regularly teaches Intimate Partner Violence as part of our criminology program. He will share the knowledge gleaned from his research with his students. He also teaches in the year-long Research Methods sequence in his department, and students in his classes will be able to use the data for their own research.	Dr. Guadalupe-Diaz has a Ph.D. in Criminology from the University of Central Florida. He is widely published in the area of intimate partner violence, and he regularly teaches courses in the topics related to his planned research.	2 VLs	
Arts & Humanities	English	Alexander	Sandy	Hartwiger	ahartwiger@framingham.edu	Assistant Professor	AY 2019-2020	Fall Semester	Another World Literature: Geography, Spatiality, and Temporality in Contemporary World Literature	Dr. Hartwiger plans to finish his manuscript <i>Another World Literature: Geography, Spatiality, and Temporality in Contemporary World Literature</i> . In his book project, Dr. Hartwiger makes the case for "effectively and ethically incorporating diasporic, transnational, and global literatures into the world literature cannon."	Dr. Hartwiger plans to write the third and final chapter of his book during his sabbatical. While writing he will reach out to publishers with a goal to have a proposal under review or accepted by the end of the sabbatical.	Dr. Hartwiger regularly teaches courses in World Literature in the English Department. His research and writing will add greater depth to his teaching and will also help foster a more empathetic, inclusive understanding of the discipline.	Dr. Hartwiger holds a PhD in English with a specialization in Global/Post-Colonial Literature. He has published numerous refereed articles, book chapters, and book reviews within the discipline.	1-2 VLs Also, Lisa Eck will cover Group E classes.	

Sabbatical Leave - Summary Chart of Requests for AY 2019-2020

College	Home Department	Name First (Legal)	Name Preferred (Nickname)	Name Last (Legal)	Email FSU	Current Rank	During Academic Year	Leave Request for:	Input from Dean Title of Sabbatical	Input from Dean Purpose	Input from Dean Outcome	Input from Dean Connection to Teaching	Input from Dean Qualifications	Input from Dean Replacement	Notes
Arts & Humanities	History	Jon		Huibregtse	jhuibregtse@framingham.edu	Professor	AY 2019-2020	Spring Semester	David Walsh: A Political Biography	Dr. Huibregtse will continue to conduct research for his biography of former Massachusetts governor and US Senator David Walsh. He intends to review primary sources in the Herbert Hoover and Franklin Roosevelt Presidential Libraries.	Dr. Huibregtse intends to have a book proposal prepared for submission to academic presses. In addition to the book proposal, he hopes to have completed three of the proposed six chapters.	Dr. Huibregtse regularly teaches courses on historiography, historical research, and US History in the Department of History. Immersing himself in archives, database searches, and research will allow him to sharpen those skills which are vital to helping students. Additionally, his research in presidential libraries will directly feed into his content knowledge of modern US history and the Constitution.	Dr. Huibregtse holds a PhD in History with a specialization in modern US history and the history of labor. He has published numerous written works on these subjects, including a revision of a book on the history of Framingham.	Department colleagues will cover his one course. CELTSS Bylaws will describe how his CELTSS work will be covered.	
Science, Technology, Engineering, & Mathematics	Food & Nutrition	Ann		Johnson	ajohnson3@framingham.edu	Assistant Professor	AY 2019-2020	Spring Semester	The effects of endurance exercise on the metabolic markers of Type 2 Diabetes.	Dr. Johnson will conduct a case study of the nutritional needs and blood glucose control of an individual with Type 2 Diabetes (T2DM) thru-hiking the Appalachian Trail (AT). The American Diabetes Association and the American College of Sports Medicine have concluded that moderate aerobic exercise improves blood glucose however transient hyperglycemia can follow intense physical activity. Dr. Johnson will coordinate with laboratories to monitor her own insulin, cholesterol, ketones, BG, and a basic metabolic panel as she hikes.	Dr. Johnson will produce two publishable manuscripts: a case study of the physiological effects of hiking the AT on blood glucose control in an individual with T2DM and a case study of the effect of food on BG and general health and well-being during an extended expedition.	Dr. Johnson teaches Medical Nutrition Therapy II which covers the nutritional recommendations for individuals with various acute and chronic conditions. This project would provide value to the medical community and to people with diabetes. This case study will provide insight to the effects of endurance exercise on the metabolic markers of T2DM. This research can be brought into the classroom when diabetes and exercise are covered in the curriculum.	Dr. Johnson holds the Ph.D. in Nutrition from Auburn University. This project fits well with her research interests in sports nutrition, and renal dietetics.	1-2 VIs And other FN faculty will cover for her.	

Sabbatical Leave - Summary Chart of Requests for AY 2019-2020

College	Home Department	Name First (Legal)	Name Preferred (Nickname)	Name Last (Legal)	Email FSU	Current Rank	During Academic Year	Leave Request for:	Input from Dean Title of Sabbatical	Input from Dean Purpose	Input from Dean Outcome	Input from Dean Connection to Teaching	Input from Dean Qualifications	Input from Dean Replacement	Notes
Science, Technology, Engineering, & Mathematics	Biology	Amy		Knapp	aknapp@framingham.edu	Assistant Professor	AY 2019-2020	Spring Semester	Incorporation and assessment of high impact practices into introductory and advanced STEM courses.	Dr. Knapp has 3 main goals for her sabbatical. (1) She will develop new high impact practices to incorporate into Anatomy and Physiology and Introduction to Cell and Molecular Biology (ICMB) courses. In particular, she is interested in incorporating more culturally responsive pedagogy into her courses. She will develop methods to assess student learning/outcomes based on these practices. (2) She will catch up on current research in the field of muscle physiology in order to develop a more focused research program that allows students to investigate questions that are current and meaningful. (3) She will collaborate with Shelli Waetzig (Chemistry department) and I will collaborate to improve the resources available to students who are interested in applying to graduate programs in the health sciences with a focus on resources for underrepresented students. They will also update information on the CHP website and update the pre-professional worksheets which outline current perquisites for specific health-related graduate programs.	(1) After incorporating these HIPs, Dr. Knapp will assess student outcomes and publish them in a relevant teaching pedagogy journal. (2) A more focused research program will allow me Dr. Knapp recruit and mentor more students and will result in student research presentations at conferences. (3) Delivering better information to students early in their academic careers will help them to become more competitive for admission to health-related graduate programs.	1. Connection to Teaching: This project has direct impact on my teaching as the information I gain through this research will not only impact these two courses but all of my teaching. 2. Connection to Teaching: Since I teach and advise many of the pre-health majors, having a more comprehensive set of information to pass along to these students will help me to more adequately advise them and guide them on their right path. 3. Connection to Teaching: Part of our teaching responsibility in Biology is to teach our Research Experience in Biology course. Through this research, I will be able to direct students to investigate better questions dealing with muscle physiology.	Dr. Knapp holds the Ph. D. from the University of California at San Diego. Her research focuses on skeletal muscle and exercise physiology. She regularly teaches courses in human physiology and has published research in the area of skeletal muscle physiology.	1 VL TT will cover one course, and writing course will be covered by a TT/FIT. If there are other needs, a VL will cover.	

Sabbatical Leave - Summary Chart of Requests for AY 2019-2020

College	Home Department	Name First (Legal)	Name Preferred (Nickname)	Name Last (Legal)	Email FSU	Current Rank	During Academic Year	Leave Request for:	Input from Dean Title of Sabbatical	Input from Dean Purpose	Input from Dean Outcome	Input from Dean Connection to Teaching	Input from Dean Qualifications	Input from Dean Replacement	Notes	
Education	Education	Kelly		Kolodny	kkolodny@framingham.edu	Professor	AY 2019-2020	Spring Semester	Identify twentieth century educators from New England area to research.	This study will allow Dr. Kolodny to: 1) conduct archival research and interviews to learn about the lives of these twentieth century educators; 2) write articles about twentieth century educators; and 3) represent FSU at least one conference while presenting research.	Dr. Kolodny desires to conduct research on 20th century educators from New England. She is interested in studying the lives of some of the 20th century educators who completed teacher education programs at FSU.	This research study will allow Dr. Kolodny to enhance her teaching of educational biographies in the Foundations of Ed and Social Studies Methods classes.	Dr. Kolodny has her PhD in Educational Studies with a concentration in Social Foundations, History and Philosophy of Education. She has published a book on ed biographies and was co-editor of another book on a similar subject. Thus, she has a strong interest in educational biography study.	2 VLs (6 credit hours)	However, I am not sure who will be able to assume her role as CAEP accreditation coordinator. The CAEP Self-Study Report will be due during late spring or early summer 2020 in preparation for the 2021 site visit. The report will be due while she will be on sabbatical for spring or off for summer 2020.	The chair and dean will confer re how to manage the CAEP work while Dr. Kolodny is away on sabbatical.
Business	Management & Business Information Technology	Robert Mitchell	Bob	Krim	rkrim@framingham.edu	Associate Professor	AY 2019-2020	Fall Semester	Research: <i>How Boston Became and Remains a Global Center of Innovation</i>	Dr. Krim will complete the research for his book, <i>How Boston Became and Remains a Global Center of Innovation</i> . He plans to add another 50 Boston innovations to his database of 450 innovations in preparation for the book.	Dr. Krim will have his book on the market by May 2020. He has a signed contract with Charlesbridge Publishing.	Dr. Krim regularly teaches courses in entrepreneurship and innovation in his department. He was the founding director of FSU's Entrepreneur Innovation Center. The publicity around his book will attract more students to the entrepreneurship concentration in the Management major.	Dr. Krim has a joint Ph.D./M.B.A. in Sociology with a specialization in organizational behavior. He has published extensively on the four centuries of Massachusetts innovation. He is considered to be a leading expert on Massachusetts Innovation History. Dr. Krim developed two permanent exhibits on Massachusetts innovation on display at Logan International Airport. He also directed a not-for-profit company The Boston History and Innovation Collaborative, for 13 years.	2 VLs		

Sabbatical Leave - Summary Chart of Requests for AY 2019-2020

College	Home Department	Name First (Legal)	Name Preferred (Nickname)	Name Last (Legal)	Email FSU	Current Rank	During Academic Year	Leave Request for:	Input from Dean Title of Sabbatical	Input from Dean Purpose	Input from Dean Outcome	Input from Dean Connection to Teaching	Input from Dean Qualifications	Input from Dean Replacement	Notes
Science, Technology, Engineering, & Mathematics	Food & Nutrition	Susan		Massad	smassad@framingham.edu	Professor	AY 2019-2020	Spring Semester	Development of data analysis approaches for teaching in the health sciences.	Dr. Massad is planning to update my statistics skills familiarize herself with the statistical package used by FSU students. She will use this information to audit the cour develop teaching units on research and evaluation for two courses - NUTR 271 Nutrition for Sports and Exercise, and HLTH 326 Drugs, Alcohol, and Addictive Behavior. She also plans to design a course in statistics for the health sciences that would include fundamentals of research design, hypothesis testing, descriptive statistical methods, and more advanced inferential statistical tests that are utilized in this field of study. To prepare herself for this work she will audit STAT 203 Biostats, develop exercises utilizing Excel and STADISK, and spend time at the USDA Economic Research Service to gain an understanding of the data analysis approaches used by the ERS.	Dr. Massad will develop teaching units in research and statistics that will be used in Nutrition for Sports and Exercise and Drugs, Alcohol, and Addictive Behavior courses. These teaching units will be shared through publications or presentations in the science education community. She will also design a new course in statistics for the health sciences.	These data analysis skills will be useful for students in all concentrations of the Food and Nutrition major. They will get more from their courses if they are better skilled in research design and utilizing statistics. This work will also add a skill set that will prepare students for various nutrition-related jobs.	Dr. Massad hold the DSH (Doctor of Health and Safety) degree from Indiana University. Her research interests focus on sports nutrition and health education.	FN faculty will cover the courses. Another course will be taught in the Fall 2019 instead of the spring 2020. A FN faculty member will assume the director responsibilities for the semester.	
Social & Behavioral Sciences	Political Science	Christopher	Chris	McCarthy-Latimer	clatimer@framingham.edu	Associate Professor	AY 2019-2020	Spring Semester	Research: LGBT Civil Liberties and Rights Court Cases for Undergraduates	Dr. McCarthy-Latimer will locate court cases involving LGBT rights and edit them for undergraduate use. At the end of each case, he will include information about the impact of the case on society and on the LGBT community. Dr. Latimer-McCarthy will define key legal terms for student readers, and he will create discussion questions after each case.	Dr. McCarthy-Latimer will produce an undergraduate textbook on civil liberties and rights for LGBT Americans.	Dr. McCarthy-Latimer regularly teaches our Moot Court class, and he will be able to use some of the cases in the book for this class. He will involve students in his research. He also plans to develop a general education course on LGBT civil liberties and rights.	Dr. McCarthy-Latimer has a Ph.D. in Political Science from State University of New York - Albany and a J. D. from American University. He is licensed to practice law in New York.	1 VL An interim chair will be appointed during his absence. David Smailes will cover other responsibilities.	

Sabbatical Leave - Summary Chart of Requests for AY 2019-2020

College	Home Department	Name First (Legal)	Name Preferred (Nickname)	Name Last (Legal)	Email FSU	Current Rank	During Academic Year	Leave Request for:	Input from Dean Title of Sabbatical	Input from Dean Purpose	Input from Dean Outcome	Input from Dean Connection to Teaching	Input from Dean Qualifications	Input from Dean Replacement	Notes
Arts & Humanities	Art & Music	Timothy		McDonald	tmcdonald@framingham.edu	Professor	AY 2019-2020	Spring Semester	Drawing Projects: Ambient Eye, Litany of All the Birds, Burning World, and Drawing Performances	Professor McDonald intends to work on four distinct drawing projects over the course of his sabbatical: 1. a series of abstract drawings that documents ambient noise; 2. a scroll drawing that is a litany of all the birds [he] can remember seeing in [his] life; 3. a continuation of his autobiographical drawing/painting series "Burning World," and 4. interdisciplinary collaborative works teaming with musicians. He also intends to walk the Camino de Santiago pilgrimage route and document the experience in a blog.	Professor McDonald will realize a significant body of new work. As a practicing, exhibiting artist, this will provide new material for him as he continues to show his work.	Professor McDonald regularly teaches courses in drawing, mixed-media, and painting in the Department of Art and Music. His inventive approaches to defining identity and exploring concept will help him to challenge his own students to take risks and investigate visual possibilities in unique ways.	Professor McDonald holds an MFA in Studio Art with specializations in drawing and mixed-media. He has exhibited his work in numerous regional and national galleries. He maintains travel blogs which feed into the conceptual basis of his artwork.	2 VLs	
Science, Technology, Engineering, & Mathematics	Chemistry & Food Science	Ishara		Mills-Henry	imillshenry@framingham.edu	Assistant Professor	AY 2019-2020	Fall Semester	<i>All about seeing: Bringing vision into the classroom</i>	Dr. Mills-Henry will continue her work on new and innovative ways to teach k-12 science with a focus on science research and human health. Her work focuses on basic scientific topics with the eye and vision as the context. She will finish four articles focused on science education that are based on her previous work. These articles cover topics that range from diversifying the STEM pipeline to developing research based laboratory experiences for undergraduates. She will also prepare a science education grant proposal entitled <i>All about seeing: Bringing vision into the classroom</i> that connects societal concerns over health disparities with STEM concepts such as physics of vision, anatomy and physiology, genetics, and evolution. She will also seek to identify an appropriate granting agency for this pilot program.	This sabbatical will result in four publications focused on STEM education. It will also result in the completion of a grant proposal to fund a pilot project on use of vision as a vehicle to teach basic scientific concepts.	Dr. Mills-Henry's teaching will be enhanced through her work on these publications and the proposal. They will help to reinforce her teaching pedagogy and provide tested strategies that will motivate students to learn science. If the grant is awarded, undergraduates will be needed to assist teachers by guiding through laboratory exercises and other activities. This will give undergraduates more opportunities to solidify the knowledge that they are learning in their classes and provides them with a job during the summer. Additionally, teachers that participate in this program will become more familiar with FSU and will bring back their experiences to their schools and students.	Dr. Mills-Henry holds a Ph.D. in Biochemistry from MIT and completed post-doctoral work at Harvard University. Her research has focused on proteins involved in sight. She has also completed a post-doc in science education at TERC. She is active in both the scientific research and scientific education communities.	2 VLs	

Sabbatical Leave - Summary Chart of Requests for AY 2019-2020

College	Home Department	Name First (Legal)	Name Preferred (Nickname)	Name Last (Legal)	Email FSU	Current Rank	During Academic Year	Leave Request for:	Input from Dean Title of Sabbatical	Input from Dean Purpose	Input from Dean Outcome	Input from Dean Connection to Teaching	Input from Dean Qualifications	Input from Dean Replacement	Notes
Arts & Humanities	History	Stefan		Papaioannou	spapaioannou@framingham.edu	Assistant Professor	AY 2019-2020	Spring Semester	Balkan Wars between the Lines: Violence and Civilians in Macedonia, 1912-1918	Dr. Papaioannou will continue to revise his manuscript <i>Balkan Wars between the Lines: Violence and Civilians in Macedonia, 1912-1918</i> .	Dr. Papaioannou intends to seek the representation of a press for the publication of his manuscript. He intends to finish the manuscript.	Dr. Papaioannou regularly teaches courses that involve historiography, Middle-Eastern history and the history of violence in the Department of History. This research and writing will directly enliven and inform his teaching of these disciplines.	Dr. Papaioannou holds a Phd in History with a specialization in Middle-Eastern studies. He has published numerous articles concerning the Balkan conflicts.	1 VL	
Social & Behavioral Sciences	Sociology	Virginia		Rutter	vrutter@framingham.edu	Professor	AY 2019-2020	Spring Semester	Research: Complete 3rd Edition of Textbook, <i>Families as they Really Are</i> , and conduct research on at-risk students at FSU	Dr. Rutter will serve as the lead editor for the 3rd edition of <i>Families as They Really Are</i> , a Norton Anthology on Families. She will invite authors to revise or revise chapters, meet with chapter authors, edit the chapters and return to authors, obtain revisions, and finalize the chapters. She will also conduct a study to assess the impact of FSU's practices and policies around academic probation and suspension on student success. Since 2014, the University has conducted significant practice and policy revisions, and we have the data to examine the impact of these changes.	Dr. Rutter will produce a 3rd edition of <i>Families as They Really Are</i> , and will produce a final research report on her findings regarding the study of the impact of academic policy changes on student success at FSU. She plans to work with colleagues on potential papers and conference presentations regarding these findings.	Dr. Rutter regularly teaches classes on topics related to families in her department. Her study on at-risk students will inform our campus community about how some of our practices and policies impact student success.	Dr. Rutter has a Ph.D. in Sociology from the University of Washington. She is widely published in the area of families, gender, and sexuality. She is skilled in quantitative research methodologies, which she has used in numerous studies.	Other TT/FTT faculty in the department will assist	Did not complete their sabbatical request using the online form
Social & Behavioral Sciences	Psychology & Philosophy	Charles	Chip	Sachs	csachs@framingham.edu	Assistant Professor	AY 2019-2020	Spring Semester	Research: An Exploration of Accountable Care Organizations, an Alternative Insurance Model, for Mental Health Services	Dr. Sachs will conduct a comprehensive research project on the move in mental health insurance from the current model to the Accountable Care Organizations (ACO) model. He will interview Massachusetts health insurance administrators to explore their plans to implement ACOs as well as mental health care providers.	Dr. Sachs will prepare a scholarly paper to submit to academic journals and for presentation at academic conferences.	Dr. Sachs teaches courses that cover the impact of system-level factors on mental health services. The results of his research will allow him to present updated information on issues of service delivery in these courses.	Dr. Sachs has a PhD in Psychology from Columbia University. He regularly teaches courses in developmental psychopathology and health psychology.	2 VLS	
Science, Technology, Engineering, & Mathematics	Physics and Earth Science	Vandana		Singh	vsingh@framingham.edu	Professor	AY 2019-2020	Spring Semester	Transdisciplinary Pedagogy of Climate Change	Dr. Singh will deepen her understanding of climate change through coursework and literature review. She will travel to parts of the US and India where indigenous knowledge is informing climate science. She will build on earlier work that resulted in a published case study and will complete work for a publication entitled <i>The Case for Teaching Climate Change in a Physics Classroom</i> .	Dr. Singh will disseminate her new knowledge of climate pedagogy through conference presentations and publications. She will improve her ability to offer research-informed summer workshops for high school and middle school teachers.	Dr. Singh's work will help students from her classes to learn deeply about the climate crisis and the transdisciplinary challenges associated with solutions.	Dr. Singh holds the Ph. D. degree in Physics from Louisiana State University. Her research focuses on theoretical particle physics. She is also deeply interested in how students learn, and has developed several creative approaches to enhance the learning and enjoyment of physics at all levels.	2 VLS	Did not complete their sabbatical request using the online form

Sabbatical Leave - Summary Chart of Requests for AY 2019-2020

College	Home Department	Name First (Legal)	Name Preferred (Nickname)	Name Last (Legal)	Email FSU	Current Rank	During Academic Year	Leave Request for:	Input from Dean Title of Sabbatical	Input from Dean Purpose	Input from Dean Outcome	Input from Dean Connection to Teaching	Input from Dean Qualifications	Input from Dean Replacement	Notes
Arts & Humanities	Communication Arts	Niall		Stephens	nstephens@framingham.edu	Assistant Professor	AY 2019-2020	Spring Semester	<i>Fake News Syndrome: mediating climate dis/integration</i>	Dr. Stephens intends to complete his book project, <i>Fake News Syndrome: mediating climate dis/integration</i> . This book uses the terms "fake news syndrome" to refer to a public sphere infected by irrationality, cynicism, and misinformation. It will emphasize the practical and moral imperative for democracy presented by climate change, as well as its implications and lesson for media theory.	Dr. Stephens plans to complete the remaining three chapters (2, 3, 7) of his book.	Dr. Stephens regularly teaches courses in media and communication for the Department of Communication Arts. His research and writing will directly benefit his scope of understanding in media literacy, media theory, and the role of media in culture and politics.	Dr. Stephens holds a PhD in Media Communications. He has published and presented numerous articles in regional and national publications and conferences in the discipline.	2 VLs	
Science, Technology, Engineering, & Mathematics	Chemistry & Food Science	Shelli		Waetzig	swaetzig@framingham.edu	Assistant Professor	AY 2019-2020	Spring Semester	Expanding Organic Chemistry Research Opportunities at Framingham State	Dr. Waetzig will continue her work on Palladium-Catalyzed Allylation of Amides that focuses on the synthesis of structures of specific interest to the pharmaceutical industry through the formation of carbon-nitrogen bonds. She will also develop a new research area on the Bargellini Reaction a mechanism to transform simple molecules into more complex structures that is of interest to the pharmaceutical industry. She will also work with Dr. Amy Knapp to improve and streamline the work of the Health Professions Advisory Committee.	Dr. Waetzig will have organized and well-planned research projects that will allow her to incorporate undergraduate researchers in meaningful work that should allow for more rapid publication of the results. The research that is done during the sabbatical will also help her to stay up to date in her field. The resources provided by Health Professions Advisory Committee will improve transparency of the application process and role of the committee, which can impact the number of student acceptances to healthcare programs.	Dr. Waetzig's sabbatical research will provide information on the progress in her field, such that it will positively affect teaching of upper level courses, such as the Special Topics course in which she focuses on topics in organic chemistry. Review of material covered by the MCAT will help guide her teaching in Organic Chemistry courses as this material is covered on the exam.	Dr. Waetzig holds the Ph.D in Organic Chemistry from the University of Kansas. She has published numerous articles on the synthesis of small molecules using new methodologies.	2 VLs	

Sabbatical Leave - AY 2019-2020
Incremental Cost Calculation

Assumptions:	Annual In-State Tuition and Fees:	\$11,100.00
	Annual Tuition Component:	\$970.00
	Tuition per Course (8 course load assumption):	\$121.25
	Tuition Revenue per Course (25 students assumption):	\$3,031.25
	% Student Tuition Remitted	4%
	VL Faculty Cost per course (per AA costs avg.):	\$6,905.52
	FTT Faculty Annualized Cost:	\$94,520.00
	FTT Faculty Cost per course (6 courses):	\$15,753.33
	One Semester Sabbaticals - no salary cost impact	Average AY19 Salary offer plus F.B.
	Two Semester Sabbaticals - 50% salary coverage	
Assumed Annual Salary Costs for Full Year Situation:		

Number of Positions	Semester	First Name	Last Name	Course Coverage			Retained Rev. (B)	Salary Impact (C)	Net Impact (A-B-C)	Notes
				VL Backfill	FTT Backfill	Backfill Costs (A)				
1	Spring 2020	Seunghye	Cho	2	0	\$13,811			\$13,811	
2	Fall 2019	T.	Galvin	2	0	\$13,811			\$13,811	
3	Spring 2020	Christian	Gentry	2	0	\$13,811			\$13,811	
4	Spring 2020	Xavier	Guadalupe-Diaz	2	0	\$13,811			\$13,811	
5	Fall 2019	Alexander	Hartwiger	2	0	\$13,811			\$13,811	
6	Spring 2020	Jon	Huibregtse	0	0	\$0			\$0	
7	Spring 2020	Ann	Johnson	2	0	\$13,811			\$13,811	
8	Spring 2020	Amy	Knapp	1	0	\$6,906			\$6,906	
9	Spring 2020	Kelly	Kolodny	2	0	\$13,811			\$13,811	
10	Fall 2019	Robert	Krim	2	0	\$13,811			\$13,811	
11	Spring 2020	Susan	Massad	0	0	\$0			\$0	
12	Spring 2020	Christopher	McCarthy-Latimer	1	0	\$6,906			\$6,906	
13	Spring 2020	Timothy	McDonald	2	0	\$13,811			\$13,811	
14	Fall 2019	Ishara	Mills-Henry	2	0	\$13,811			\$13,811	
15	Spring 2020	Stefan	Papaioannou	2	0	\$13,811			\$13,811	
16	Spring 2020	Virginia	Rutter	0	0	\$0			\$0	
17	Spring 2020	Charles	Sachs	2	0	\$13,811			\$13,811	
18	Spring 2020	Vandana	Singh	2	0	\$13,811			\$13,811	
19	Spring 2020	Niall	Stephens	2	0	\$13,811			\$13,811	
20	Spring 2020	Shelli	Waetzig	2	0	\$13,811			\$13,811	
				\$220,977			\$0		\$220,977	

* Purple represents faculty whose courses tuition revenue was remitted (with VL use, will be retained)

Cost of teaching	Revenue retained	Savings from TT
------------------	------------------	-----------------

Continuing Education:
Scott Greenberg

- **A representative from the New England Commission of Higher Education (NECHE)** conducted a site evaluation visit of our BSN and MSN programs held on-site at the Newton-Wellesley Hospital (NWH). The evaluator met with FSU nursing faculty and administrators involved in implementing this program, an administrator from NWH, and current students and alumni enrolled at the NWH site. During the exit interview with the provost, the evaluator spoke highly of this program. We should receive the formal written report in November 2018.
- **The Business Department has approved a new undergraduate Certificate in Hospitality Management** that will be offered through continuing education starting Fall 2019. This certificate, consisting of four courses, is designed for adult students interested in pursuing a career in the hospitality field.
- **Paula Hogard, Director of Continuing Professional Education and Workforce Development,** served on the Conference Planning Committees for the Annual Conference of the Association of Continuing Higher Education (ACHE) and the Regional Conference of the University Professional and Continuing Education Association (UPCEA). Paula also facilitated presentations at both conferences.
- **Rebecca Hawk, Director of English Language Programs and Community Education,** attended the Massachusetts Council of International Education (MaCIE) Fall Conference.
- **There was an 8.7% increase in Fall 2018 continuing education undergraduate registrations** compared to Fall 2017, from 837 to 911.
- **175 adults participated in the Adventures in Lifelong Learning program** held in October 2018. This four-week series is a collaboration between FSU and the Framingham Public Library. This fall we offered seven courses in the humanities.
- **The application to SARA (State Authorization Reciprocity Agreement) was submitted to the Board of Higher Education.** Approval of our application will enable FSU to offer and market online courses to students from other SARA states.

Graduate Studies:
Yaser Najjar

- **Yaser Najjar, Dean of Graduate Studies visited Three of FSU International sites in early October:** One in Shanghai, China; and the other two in Bangkok, Thailand. He met with students (3 cohorts of 75) and faculty(5) to address thoughts, concerns and ways to continue improving the M.Ed in International Education program offering in the two countries.
- **The Graduate Education Council approved the restructuring of the Graduate Certificate in STEM Education.** The certificate is fully online or hybrid (3 courses) and will be available to local and International students starting Spring 2019. The Certificate will be offered as an accelerated hybrid (one week in Hong Kong and 7 weeks online) to a cohort of teachers in Hong Kong in collaboration with the STEAM center starting Spring 2019.
- **Two New Advisory Boards.** The Nursing program assembled a new advisory board representing Hospitals and medical centers in the metro west and central Massachusetts regions. The Education Technology program recruited a new advisory board representing students, faculty, and practitioners from the IT industry.
- **Graduate Studies co-sponsor the Alpha Upsilon Alpha (AUA)honor society initiation ceremony at FSU in November 13,2018.** The event is organized by the graduate co-coordinators of the Literacy and Language program Drs. Dian Lowe and Linda Waters. 34 initiates which will include two mother-daughter pairs.

Library:
Bonnie Mitchell

- **Curriculum Library:** The Library now has 6 complete award winning children's literature collections for student use that includes Newbury (96 years), Caldecott (80 years), Prinz (18 years -young adult), and diverse award winners Pura Belpre (22 years -Latino authors and illustrators), Stonewall (8 years LGBTQ) and Coretta Scott King ((44 years -African American authors and illustrators).
- **Digital Repository:** The Digital Repository now includes 8 collections highlighting major campus activities and events such as Latinos in Baseball, Women Making History, Family Diversity and Change Teach-In, Veterans Collecting event, Framingham State Food Study, Day of Protest, Pride Across Generations, as well as Honors Thesis. Readership in the US (at 21,147) has doubled since last year and totals over 30,000 world-wide. Selected Works by 29 FSU faculty have been viewed 7245 times by scholars in the US and world-wide.

College of Arts & Humanities:
Marc Cote

- **Fall Theatre Production Upcoming:** Kate Caffrey, Communication Arts, wrote and is directing the new play "Mother's Bliss, Mother's Woe." The world premiere production will be performed November 15, 16, and 17 at 7:30 in DPAC.
- **Swiacki Children's Literature Festival:** Newbery Medal-winning author Matt de la Peña and author/illustrator Wendell Minor spent the day with students, faculty, and local community participants. During the day, de la Peña and Minor engaged seven academic classes from three disciplines in themed discussions, including Minor's talk in the planetarium about his relationship with NASA and the two books that he illustrated for astronaut Buzz Aldrin. Librarian Sam Westall collaborated with Framingham Public School librarians to organize a student essay contest and extend de la Peña's stay with visits to four Framingham schools.
- **Campus Creative:** FSU held its first Campus Creative festival for the Arts Humanities. Students and faculty organized participatory activities including Chinese calligraphy, emoji identification games in Spanish, Portuguese, and French, tricorne hat construction, and graphic design games based on the Moon Landing in Context. Student Donovan Jermyn, Communication Arts, and his rock band Sweet Relief performed, as did Josee Vachon-Cevallos.
- **Student Journalism Major:** Student Cesareo Contreras, English, who was Editor-in-Chief of The Gatepost last year, has been hired for a full-time position at The Milford Daily News when he graduates in December. He wrote the MetroWest Daily News front-page story about FSU's first-amendment panel a few weeks ago and the article about the Entrepreneurial Center that ran on the front page today as a part-time GateHouse Media reporter.
- **British Literature Interview:** An interview with Dr. Kristen Abbott Bennett, English, about her Kit Marlowe Digital Project is featured on the website of The Council on Undergraduate Research, Arts & Humanities Division. <http://curartsandhumanities.org/2018/10/19/kit-marlowe-project/>
Additionally, Dr. Bennett's ENGL 220 Shakespeare students will be contributing web exhibits focused on Marlowe and Shakespeare's collaborative works to this evolving digital humanities site.
- **BBC Interview on Film Studies:** Dr. Claudia Springer, English, was interviewed by the BBC World Service for the segment, "Cool: Sunglasses, Style, and American Counterculture," on the radio program, "The Forum." It was broadcast worldwide on October 6 and it's now available on the BBC's "The Forum" website.

- **Essay Published:** English Department Visiting Lecturer Eamon Cunningham's essay, "Authentic Questioning as a Form of Inquiry: Writing in the Dialogic Classroom," published last year in the *Journal of Teaching Writing* (32.1), was selected for reprint in the anthology, *The Best of Rhetoric and Composition 2018*, published by Parlor Press. The articles selected for reprint in *The Best of the Journals in Rhetoric and Composition* series are chosen because they "showcase the innovative and transformative work published in academic journals in the field of Rhetoric and Composition."
- **Trashion!:** The Fashion Club held its annual "Trashion" fashion show in DPAC. The students showcased their "Trashion" garments, all constructed out of unconventional materials.
- **Spanish Language Dinner Table:** Dr. Everton Vargas da Costa, World Languages, kicked off the first of a weekly series of Spanish language dinners in which students have an informal opportunity to practice their Spanish speaking skills. Dr. Javier Cevallos attended as the first "special guest."
- **Auschwitz-Birkenau State Museum Internship:** FSU History major Kelsey Morgan is currently doing an internship at Auschwitz-Birkenau State Museum in Poland. Her tasks include corresponding with English speaking family members who are looking for more information about their relatives who were imprisoned at Auschwitz before and during World War II. This is an extremely personal and emotional internship for Kelsey, as her great, great uncle was a prisoner and she was able to obtain information about him, including a photo from his time there. She recently wrote to her history professors to update them on her experience. "It's safe to say I am doing my dream job. Thank you so much for all of your guidance and support prior to and during this internship."

College of Business:

Susan Dargan

- **Students Compete at the Federal Reserve:** Five students majoring in Economics successfully competed in the Fed Challenge at the Federal Reserve in Boston.
- **Junior Campus Day:** Dr. Zahra Tohidinia, Department of Marketing, recently participated in the Junior Campus Day event for prospective students and their families. Dr. Tohidinia presented general information about the marketing department, the field of marketing, the focus of research in marketing with examples from her own projects, and career options for marketing graduates. Dr. Tohidinia discussed one of her projects, "Marketing: The Science of Customer Studies and the Art of Customer Communication."
- **495 MetroWest Partnership:** Collaborating with the 495 MetroWest Partnership and the MetroWest Daily news, Dr. Harrison recently launched the sixth annual 495 MetroWest Employer Survey and Forecast. Paul Matthews, executive Director of the 495 MetroWest Partnership stated that the survey "has proven to be an important tool in gauging business confidence in the 495/MetroWest region and in forecasting future growth by regional employers, both in terms of hiring and site expansion." The survey is also incorporated into the 495 MetroWest Partnership's annual demographic report, *Strength in Numbers*, which is used to market the region to site selectors and relocating companies, as well as to advance regional needs to state policymakers. Dr. Harrison was quoted in The October 1st MetroWest Daily News [article](#) announcing this year's survey. Dr. Harrison conducted a podcast about the 495 MetroWest Region Annual Employer Survey & Forecast with Dan O'Brien, Deputy Director of Multi-Media at the MetroWest Daily News and Paul Matthews.
- **Students Engage with Local Businesses:** FSU Career Services partnered with Mindset Go and Avidia Bank to deliver a professional development session, networking opportunity, and career path for 52 students in Dr. Michael Harrison's Marketing Research and Sports Marketing classes. Students participated in a one-and-a-half hour interactive MindsetGo skill development session delivered by CEO and Founder Mark Altman. The session was designed to help students become

more confident and effective communicators. After the session a smaller group of students received a personal tour of Avidia Bank in Framingham from AVP Market Manager Jeremy Brandon and Maria Valle, Universal Teller. A range of Avidia Bank executives discussed their career paths with the students and offered valuable insights on succeeding in business and in life.

- **Visiting International Professor:** Dr. Sandra Rahman, Department of Marketing, taught a summer workshop on discussion method pedagogy at UNITEN University in Kajang, Selangor, Malaysia.

College of Education:

Larnell Flannagan

- **Mayor Spicer Speaks at FSU:** The FSU Education Club sponsored the World Teachers' Day event on October 3 in the McCarthy Center Forum. Mayor Yvonne Spicer of Framingham delivered a marvelous address as guest speaker.
- **Dr. D. Lowe Retires:** The Education Department gave Dr. Diane Lowe a retirement reception to honor her 45 years as a productive faculty member at FSU. The reception was held at the Alumni House, and was well attended by her family, colleagues, administrators, staff members and friends on October 17.
- **Alpha Upsilon Alpha Honor Society Initiation Ceremony:** This ceremony will be held in the McCarthy Center Forum on November 13 at 7:00pm. Dr. Laura Hudock, Assistant Professor of Literacy, will be the guest speaker. Drs. Diane Lowe and Linda Waters, graduate coordinators of the MA Literacy and Language program, are organizers of this event.
- **Teacher Education Advisory Council (TEAC) to include partnership schools:** Beginning this semester, TEAC will hold its first teacher education governing body meeting with our partnership school districts. As required by the Council for the Accreditation of Educator Preparation (CAEP), education/content faculty, staff and administrators, and school district stakeholders are to convene during the academic year to review teacher education preparation policies and program accreditation procedures. The meeting will be held in the Whittemore Library Archives on November 19 at 1:20pm.

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

Margaret Carroll

- **Engineering Faculty Publication:** Dr. Mahnaz Modirkhazeni, Physics and Earth Science, published a paper in the Oct 15th issue of Journal of Thermal Spray Technology entitled "Non-transferred Arc Torch Simulation by a Non-equilibrium Plasma Laminar-to-Turbulent Flow Model."
- **Engineering Class Field Trip:** Dr. Mahnaz Modirkhazeni, Physics and Earth Science, took students in the Pre-engineering program on a tour of UMass Lowell School of Engineering on October 29.
- **Physics Faculty Publication:** Dr. S. Vaitheeswaran, Physics and Earth Science, published a paper in the Journal of Physical Chemistry C, "On the Rational Design of Zeolite Clusters for Converging Reaction Barriers: Quantum Study of Aldol Kinetics Confined in HZSM-5."
- **First Year Seminar Class Field Trip:** Dr. Vandana Singh, Department of Physics and Earth Sciences, took her First Year Seminar students on a trip to the Framingham History Center and Museum to initiate a research project on the climate history of Framingham, on October 30. <https://www.facebook.com/MetroWestNonprofitNetwork/videos/2070110376385147/>
- **The John Stalker Institute workshops:** JSI presented 22 Workshops to Go (WTG) across the state. This is on par with last year at this time, although our number of attendees at these workshops has increased by 13% compared to Q1 last year. Requests for culinary workshops

from the John Stalker Institute are on the rise! Of the 22 WTG, 10 of them were culinary workshops, as compared to 6 in Q1 last year.

- **Preparation of School Lunch Personnel:** The John Stalker Institute reports that 99 participants have completed the new Nuts & Bolts of School Nutrition Programs.
- **Congressman Joe Kennedy Visits Campus:** The McAuliffe Center hosted a visit from Congressman Joe Kennedy III. He observed a Challenger Center mission and met with participants as part of MA STEM Week activities. He then spoke in Dwight Performing Arts Center as part of the Moon Landing in Context program.
- **STEM Week at FSU:** The McAuliffe Center and the MetroWest STEM Education Network hosted a week of successful programs as part of Massachusetts STEM Week.
- **Future Scientists Visit Campus:** The McAuliffe Center, faculty from the College of STEM, and the College Planning Center hosted Future Scientists at Framingham State. This program brought 60 8th students from Milford and Marlborough to campus for a day of hands on science activities. Their parents were treated to a program on academic and financial planning to help them prepare to send their children to college.
- **Chemistry Department Certification:** The Chemistry Department received a positive response from their 5 year program review by the American Chemical Society. Their full 10-year review is scheduled for 2022.
- **Nutrition Class Field Trip:** Dr. Ann Johnson, Food and Nutrition took her class to Old Sturbridge Village where they cooked a meal as it would have been cooked in the early 1800's.
- **Nutrition Conference Presentation:** Karen McGrail, John Stalker Institute and Professor Cathy Wickham, Department of Food and Nutrition presented a poster entitled *Success in Schools: Meeting Professional Standards in School Meals Programs* at the 2018 Food & Nutrition Conference & Expo in Washington, D.C.
- **Students Earn ServSafe Certification:** Eighteen students in the Food and Nutrition program took the national ServSafe exam, and 17 (94%) passed. Dr. Cathy Wickham teaches the class that prepares students for this exam.
- **Nutrition Student Earns Scholarship:** Taelyr Hair, a Food and Nutrition graduate student in the Coordinated Program in Dietetics, received a scholarship from the Massachusetts Dietetic Education Foundation.
- **Faculty Member and Students Co-author Paper:** Dr. Jerusha Nelson-Peterman, Food and Nutrition, had a journal article accepted for publication by the Journal *Hunger and Environmental Nutrition*: Weinstein O, Cordeiro LS, Sartori A, Ronnenberg A, Anderson AW, Nelson-Peterman J. What works when it comes to having enough: a qualitative analysis of SNAP participants' food acquisition strategies. Olivia Weinstein (first author) and Allie Sartori (contributing author) are recent graduates of the MS program. Jerusha Nelson-Peterman is the corresponding author, faculty mentor, and PI of the work.
- **Biology Faculty Publication:** Dr. Bryan Connolly, Biology, published a paper in Rhodora the Journal of the New England Botanical Club: *Resolving the Taxonomic Identity of Prunus maritima VAR. Gravesii (Rosaceae) Through Genotyping Analyses Using Microsatellite Loci*.
- **Biology Faculty Presentation:** Dr. Bryan Connolly, Biology, presented the talk *Invasive Plant Early Detection and Rapid Response, notes from the field* at The Connecticut Invasive Plant Working Group Symposium, Invasive Plants in Uncertain Times: Achieving More with Less
- **Collaborative Grant Awarded:** Dr. Bryan Connolly, Biology Department and Irene Porro at the McAuliffe Center, received \$2500 from the Smithsonian/Harvard/NASA to establish a TEMPO ozone garden on campus to monitor air pollution.
- **Computer Science Best Paper Award:** Dr. Satish Penmatsa, Computer Science, won the best paper award for the paper Dynamic Load Balancing in Heterogeneous Computing Systems With Central-Server Node Model presented at the Computer Applications In Industry And Engineering conference in New Orleans in October.

- **Computer Programming Competition:** Dr. Jeff Gao, Computer Science, brought students to Arlington, VA where the students competed in a programming competition at the Consortium for Computing Science in Colleges conference.

College of Social & Behavioral Sciences:

Susan Dargan

- **Geography and Environmental Science Internships:** Four geography majors have recently completed internships for the Town of Ashland, and one Environmental Science & Policy major has completed an internship for the state Department of Environmental Quality in Arizona.
- **Mexican Journal for Behavior Analysis:** Dr. Mirari Elcoro, Department of Psychology & Philosophy, is serving on the editorial board of the *Mexican Journal for Behavioral Analysis*.
- **Journal of Experimental Psychology:** Dr. Michael Greenstein, Department of Psychology & Philosophy, recently had an article, "An Old Task in New Clothes: A Pre-Registered Direct Replication Attempt of Enclothed Cognition Effects on Stroop Performance," accepted for publication in the *Journal of Experimental Psychology*.
- **North American Society for Philosophical Hermeneutics Conference:** Dr. Paul Bruno, Department of Psychology & Philosophy, recently conducted a presentation, "A Hermeneutical Approach to Racial Prejudice and the Ideal of the Bias Free Community," at the North American Society for Philosophical Hermeneutics conference.
- **American Psychological Association Annual Conference:** Dr. Nicole Rossi, Department of Psychology & Philosophy, conducted a presentation, "Incorporating Diversity and Inclusion in a History of Psychology Course," at the American Psychological Association annual conference.
- **RAMS 101:** Dr. Ira Silver, Department of Sociology, is teaching one of our RAMS 101 first-year seminar pilot courses this semester. In his course, *Seeing Ourselves through our Relationships with Animals*, Dr. Silver has partnered with the MetroWest Non-Profit Network to bring guest speakers to class. Students witnessed a horse therapy demonstration and attended a discussion on the role of animals in the lives of trauma victims.
- **Latinx in the United States:** Dr. Patricia Sanchez-Connally, Department of Sociology, and the students in her *Latinx in the United States* class collected canned goods, toiletries, and clothing for residents of Lawrence impacted by the recent gas explosions. The class then visited the affected areas in Lawrence to distribute their donations.
- **Keynote speaker:** Dr. Marian Cohen, Department of Sociology, recently gave the keynote address at the Bristol Community College Assessment Day.
- **Junior Campus Day:** Dr. Judith Otto, Department of Geography, recently participated in the Junior Campus day event for prospective students and their families. Dr. Otto presented a mini-lecture, "A River Runs through It: Creating Modern Uses for Old Industrial Rivers." Dr. Otto also recently presented a paper on this topic at the New England/St. Lawrence Valley Geography Society annual conference.
- **Regional Geographical Society Conference.** Dr. George Bentley, Department of Geography, is the Massachusetts representative to the New England/St. Lawrence Valley Geography Society annual conference. Dr. Bentley also served as a judge for the student poster and presentation competition at the conference.
- **International Transformative Learning Conference.** Dr. Holly Pearson, Department of Sociology, recently conducted a presentation, "'Symposium on Critical Reflection and the Role of Liminal Spaces in Transformative Learning Praxis: Disrupting the Normalcy of Disability in Higher Education,' at the International Transformative Learning Conference.
- **American Society of Criminology Annual Meeting.** Two criminology professors recently conducted presentations at the American Society of Criminology Annual Meeting. Dr. Kaitlyn Selman's presentation was titled, "Unshackled Imaginations in Youth Justice: Exploring Utopia(s)

for an Abolition Democracy," and Dr. Justin Turner's presentation was titled, "Ghost Criminology." Dr. Turner also participated in two roundtables, Abolishing Criminology" and "Confronting Criminology."

- **Sociology Compass:** Dr. Xavier Guadalupe-Diaz recently had a co-authored article, "Measuring and Reporting Campus Sexual Assault: Privilege and Exclusion in What We Know and What We Do," in *Sociology Compass*.

Advising:

Christopher Gregory

- The Program Leading to Undergraduate Success (PLUS), a peer support mentoring program that assists Pell-eligible and first generation first-year students, held its opening meeting recently. Students met the director and three peer mentors and shared challenges, successes and opportunities thus far in their first month at FSU.

Center for Academic Success & Achievement (CASA):

LaDonna Bridges

- CASA staff continue to respond to nearly 4,000 flags or concerns raised on Starfish, primarily through the Early Academic Alert Survey. Students with flags have been emailed follow up to faculty concerns, and those students with two or more courses indicated received phone calls from CASA staff.
- CASA began supporting the RAMS 101 first-year academic experience courses with a new support program, RAMS 101 Academic Strategy Mentors. These student mentors are juniors or seniors and serve as both an academic mentor as well as supplemental instruction leader.
- The Student Assistance Team (SAT) continues to bring Academic Affairs and Student Affairs personnel together to support students of concern and provide faculty with tools to address classroom behavior concerns and student well-being.
- Disability/Access Services launched an online "Permission to Test at CASA" form as a pilot to replace the paper form. This initiative joins the movement of note taking from a paper process to an online "cloud" system of note sharing.

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

Jon Huibregtse

- CELTSS hosted the Distinguished Faculty Lecture on Thursday, October 25. Distinguished Faculty included Dr. Elaine Beilin, for Professional Service, Dr. Xavier Guadalupe-Diaz, for Scholarship or Creative Work, Dr. Kelly Matthews, for Advising/Mentoring, and Dr. Amanda Simons, for Teaching. The topic of their discussion was Exploration and Innovation.

Honors Program:

Paul Bruno

- Unfortunately, the Maibor Freshman Retreat to Thompson Island was cancelled this fall due to a water main break on the island. We will look to next spring to organize an alternative getaway for freshman.
- Four honors students volunteered for at Habitat for Humanity last month.

Institutional Effectiveness - Assessment:

Mark Nicholas

- NECHE 5th year annual report is being consolidated and edited
- Development of Standard 8 essay for NECHE
- Participated in a panel for AMCOA outlining the architecture of the assessment program at FSU

Institutional Effectiveness - Institutional Process & Efficiencies:

Alexandrine Policar

- **Academic Programs Costing Analysis:** This undertaking will help Academic Affairs and FSU to better understand the distribution and classification of academic expenses and revenues by College and/or Department. The outcome will provide a framework to:
 - Identify most profitable programs based on the ratio of total expenses and revenues and the number of students who graduated per major;
 - Eliminate redundancies in schedule and courses offering and increase space utilization;
 - Develop attractive programs based on the demands of the market for skills and competencies in order to improve students' enrollment, retention, and graduation rate.
- The **NACUBO (National Association of Colleges and University Business Officers) Costs** Classification will be used in this analysis by using different functional Educational core expenses such as (Faculty Salary and Fringe, Student Services, Academic Support Staff, Instructional Technologies, Public Services, etc.) and educational Core Revenues such as (Tuition and fees, State Appropriations, Grants and Contracts, Endowment Income, Gifts for Operations, Auxiliaries (Profit for students Housing, Business Partners, Space Rental), etc.).

Institutional Effectiveness - Institutional Research:

Ann Caso

- **US News and World Report:** The ranking was released in September. FSU moved up three in Best Regional Universities. See attached for additional information.
- **Leading for Change:** Brittany Brown from IE is representing Institutional Research in the Leading for Change Higher Education Consortium.
- **Graduate Alumni Survey:** Results from the first graduate alumni suvery are avaaiable at <https://www.framingham.edu/about-fsu/institutional-effectiveness/institution-wide-surveys/index>

Institutional Effectiveness - Student Retention & Graduation Success:

Lauren Keville

- We are currently working to understand more about why the Fall 17 cohort did not return to FSU at the same rate as the last year's cohort. More information will be available mid to end November as clearing house data becomes available.
- Faculty are working to balance their feedback flags for support with positive feedback flags of Kudo's through starfish.
- We continue to increase the use of online appointment making by growing faculty users.
- FSU created and leads the regional user group for starfish that includes many other institutions with the product to help grow our usage and best practices.
- We have held the first meeting of the Provost's Student Advisory Board.

International Education:
Jane Decatur

- **Study abroad numbers on the increase:** Last year participation for fall, January intersession, and spring totaled 48 students. This year our applications for participation in those time periods total 76.
- **The 32 students going abroad for spring semester include:**
 - 17 different destination countries
 - 4 different continents
 - 16 different majors
 - 40% students of color (30% of students abroad for fall 2018 identified as such.) These are students who have self-identified as: Hispanic/Latino, Black/African American, Cape Verdean, or Native American. Nationally, only 27% of students studying abroad identify as students of color.
 - 25% male students
 - Our first ASL major abroad (to Heriot Watt University)
- **New foreign university partnerships:** Heriot Watt University in Edinburgh, Scotland; a new option for Fashion and American Sign Language majors. Also, Maastricht University in Maastricht, Netherlands can now offer our Honors Program students the opportunity to earn honors credit abroad, in addition to our established program at Charles University in Prague, Czech Republic.

Grants & Sponsored Programs:
Patricia Bossange

- Please refer to the attached spreadsheets, beginning on the next page.

Grants & Sponsored Programs
Patricia Bossange - Director
Framingham State University

Grant Funding document
Fiscal Year 2019 to date
As of 10/30/2018

Metric/Category:	FY 2019 to date:	FY 2018:	FY 2017:	FY 2016:
Number of grants submitted:	17	40		
Number of PDs and PIs:	10	28		
Amount (\$) requested:	\$ 1,766,922.00	\$ 6,134,879.20	\$ 6,258,211.65	\$ 6,913,987.74
Amount (\$) awarded:*	\$ 866,000.00	\$ 5,938,509.50	\$ 3,441,088.57	\$ 2,654,036.25
Amount (\$) pending:	\$ 818,717.00	\$ 1,923,012.00		
Research funded: amount (\$)				
Program funded: amount (\$)	\$ 866,000.00			
Infrastructure funded: amount (\$)		\$ 25,000.00		
Student-faculty research funded: amount (\$)		\$ -		
ICR revenue:	\$ 86,000.00	\$ 96,606.27	\$ 194,443.01	

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

Fulbright Programs update:

2018 U.S. Student Program

Status:
ETA Application submitted

Individual(s):
Nicholas Ironside
(MEd candidate)

2018 U.S. Scholar Program

2018 Outreach Lecturing Fund (Hosts: Linda Vaden-Goad and Kaan Agartan)

Potential applicant (Core)
Application accepted

Sharon Wulf
(Business)
Bulent Batuman
(Turkey)

Funder (federal, state, foundation, association)	Type	Grant program	PD/PI	Department	Amount requested	Decision	Current Year	Total award	Date	ICR	Category	Summary
--	------	---------------	-------	------------	------------------	----------	--------------	-------------	------	-----	----------	---------

P - pending

Y - yes (awarded)

D - denied

MA DHE	Public	100 Males to College	Colleen Coffey	MetroWest College Planning Center	\$ 100,000.00	Y		\$ 50,000.00			Program	Dual enrollment, support, college advising and activities for 100 underrepresented, underserved 11th and 12th graders
MA DHE	Public	Developing a Community of Practice to Support Student Success in Math	Margaret Carroll	Dean of STEM	\$ 62,205.00	D					Program	Address high DFW rates in math by empowering faculty to employ pedagogies and curricula appropriate to them
North Carolina Wildlife Resources Commission	Public	Population demographics and spatial ecology of American Alligators along a latitudinal gradient in Coastal North Carolina	Steve Dinkelacker	Biology	\$ 689,162.00	P			\$ 62,651.00	Research		Research regarding population demographics and habitat selection and home range analyses of alligators in North Carolina
MA DHE	Public	Concurrent Dual Enrollment Program	Colleen Coffey	MetroWest College Planning Center	\$ 40,000.00	Y		\$ 70,000.00			Program	To provide dual enrollment opportunities for students from traditionally underrepresented groups in higher education
MA DOE	Public	Operations Funding	Karen McGrail	Stalker Institute	\$ 520,000.00	Y		\$ 520,000.00		\$ 86,000.00	Program	Funding for all operations of FSU's John Stalker Institute
Herb & Maxine Jacobs Foundation	Private	Pathways Internship	Millie Gonzalez	Chief of Diversity & Inclusion	\$ 60,000.00	Y		\$ 60,000.00			Program	Stipends for students
Herb & Maxine Jacobs Foundation	Private	Computer Science Fellowships	Margaret Carroll	Dean of STEM	\$ 26,000.00	Y		\$ 26,000.00			Program	Tuition for summer internships or tuition and fees for co-ops
Herb & Maxine Jacobs Foundation	Private	Position support	Colleen Coffey	MetroWest College Planning Center	\$ 45,000.00	Y		\$ 45,000.00			Program	Support for Director position
Herb & Maxine Jacobs Foundation	Private	Summer interns	Colleen Coffey	MetroWest College Planning Center	\$ 30,000.00	Y		\$ 30,000.00			Program	Stipend for summer interns
Herb & Maxine Jacobs Foundation	Private	100 Males to College	Colleen Coffey	MetroWest College Planning Center	\$ 30,000.00	Y		\$ 30,000.00			Program	Dual enrollment, support, college advising and activities for 100 underrepresented, underserved 11th and 12th graders
Town of Framingham	Public	Career Connections	Colleen Coffey	MetroWest College Planning Center	\$ 24,000.00	Y		\$ 24,000.00			Program	Two week summer program connected to college and careers
Learning by Giving Foundation	Private	Future Philanthropists	Ira Silver	Sociology Department	\$ 10,000.00	Y		\$ 10,000.00			Program	Sociology course grant program to teach students about philanthropy
Cummings Foundation	Private	Summer Bridge Program	Millie Gonzalez	Diversity, Inclusion & Community Engagement	\$ 100,000.00	P					Program	Establish a summer bridge program for first generation low income students
MetroWest Health Foundation	Private	Preventive Health Care Program	Ruth Remington	Department of Nursing	\$ 20,000.00	P					Program	Preventive health care program for Latino residents of Downtown Framingham in collaboration with the Latino Health Insurance Program
Framingham Cultural Council	Public	Adventures in LifeLong Learning	Scott Greenberg	Continuing Education	\$ 3,000.00	P					Program	Continuing Education program for adults aged 60+.
Mutual One Charitable Foundation	Private	Suitable Solutions Program	Dawn Ross	Career Services	\$ 6,555.00	P					Program	Career professionalism program
Mutual One Charitable Foundation	Private	Future Scientists	Irene Porro	McAuliffe Center	\$ 1,000.00	Y		\$ 1,000.00			Program	STEM education program in partnership with Framingham Public Schools

Information Technology Services (ITS) Teaching with Technology Grant Program

Teaching with Technology Grant Program

In March 1995, the Marion Scherner Leonhard Trust Fund was established to support creative educational programming to improve teaching and student learning through programs at the university. The program provided assistance for teachers from the areas served by the college in developing their computing proficiency for use in the classroom, for designing new instructional techniques and programs, for improving teaching effectiveness, and for increasing student learning. This program was also used to provide assistance to faculty, staff, and selected students in developing computing proficiency for improving teaching and student learning. In the fall of 2016 Information Technology Services (ITS) assumed stewardship of the program.

To date, **the Teaching with Technology Grant supported 21 FSU faculty members in 14 departments in the amount of \$194,557.00**. As example, grant funds launched a music technology program, improved learning outcomes for students enrolled in a documentary filmmaking course, expanded the adoption of mobile (iPad) technology and most recently improved the Teaching of Chinese through a Technology-Integrated Linguistic Landscape Project. (Details are included as Appendix B.)

ITS-Innovation in Teaching with Technology Grant

The ITS-Innovation in Teaching with Technology grant program continues the legacy of Marion Scherner Trust Fund. The program supports experimentation with new tools and technologies, the exploration of new trends for using technology within a field of study or course delivery format, and for developing new approaches to teaching that improves student learning. All members of the FSU community are eligible to apply for the grant through a competitive process.

What types of projects does the grant fund?

For this application cycle, **priority will be given to projects that align with the university strategic initiatives, faculty wishing to integrate technology into High Impact Practices or faculty interested in leveraging existing technologies such as the Adobe Creative Suite**. The budget for the project should fall between \$10,000 and \$30,000 and should have no other means of support at this level. Smaller undertakings that require substantially less money (\$500 to \$5,000 as example) and anything beyond \$30,000 might be better handled through external grant applications.

What is the application process?

The ITS Grant Application is emailed from the Academic Affairs office in October to all faculty and staff. The application form is saved as an editable PDF file. Once completed, applications are emailed **no later than Monday, January 21, 2019, at noon** to Raul Cornier jcornier@framingham.edu for distribution to the review team. Late applications and paper copies will not be accepted.

Each applicant is expected to provide

Summary paragraph of no more than 200 words describing the proposed project, its goals, objectives, and expected outcome

Narrative of no more than three pages detailing the proposed project and how the pedagogical practice or integrated technology aligns with University strategic initiatives

Stated objectives that are measurable, based on the SMART philosophy¹

Application signed by Department Chair or Department Head

Feasible **project timeline**, not to exceed one academic year

Approved 3-year technology budget based on a meeting with ITS and conversations with department

Completed narratives should also include

Clearly stated **project description** and vision

Documented Assessment Plan that explains how the project goals and outcomes will be assessed, measured and reported. Examples: Survey Feedback; Focus Groups; Evidence of Student Engagement

Resources required, including technology purchases, materials, travel, and anticipated personnel expenses

Three-year budget based on a meeting with ITS and budget conversations with your department to support the technology beyond the Grant Year

Communication Plan explaining how the innovation will be shared with colleagues across the institution; attendance at the Technology Summer Institute and/or other forums

Who are the Department Contacts?

Department

Library Services
Its-Education Technology
Its-User Services
Office Of Assessment

Contact

Bonnie Mitchell
Robin Robinson
Deb Saks
Mark Nicholas

Phone Number

(508) 626-4651
(508) 626-4688
(508) 626 4930
(508) 626 4670

Project Assessment Report(s)

As a grant awardee, applicants are required to submit student work that emerges from assignments in the funded project that can be used for institutional assessment to the Office of Assessment. For this reason, a meeting with the Executive Director of Assessment is required before a grant proposal is funded.

Applicants are also required to attend the Summer Technology Institute the year the grant is awarded and the following year to present the project findings. A brief abstract will also be posted to the university website to promote your work on the ITS web page. (The tentative date for the 2019 Technology Summer Institute is June 3rd.)

¹ Reference Appendix A

Frequently Asked Questions

Questions	Response
Can an applicant apply for grant funds more than once?	There is no restriction on the number of times an applicant may apply for grant funds, but preference is given to new projects. Each proposal is reviewed according to the criteria listed below and should be for no more than one academic year.
Who Reviews The Proposals?	A cross-functional team of administrators and faculty I collectively administer the program from the Academic Affairs office. The group reviews proposals in spring 2019 for projects in fiscal year 2019-2020 for use toward "designing innovative approaches to teaching and learning through technology." The program administrators also determine overall feasibility based on required support and available resources. Awards provide limited funding for direct costs and do not cover indirect or ongoing annual expenses.
Who do I contact if I have questions?	The Director of Education Technology and Instructional Design manages the overall grant process. Questions may be addressed to Robin Robinson in writing rrobinson@framingham.edu .
How Are Proposals Evaluated?	The SMART framework is used to evaluate proposals. Proposals should consist of no more than three pages based on how well the questions are answered and/or documented. For this grant cycle, priority will be given to projects that align with the university strategic initiatives, faculty wishing to integrate technology into High Impact Practices or faculty interested in leveraging existing technologies such as the Adobe Creative Suite. Exploration of new possibilities through pilot projects, as well as trial and error initiatives on a small scale, in order to test innovative ideas and gain insights that can be used to inform prospective implementation and support on a larger scale are always encouraged.

What is the grant process timeline?

Application Process	Timeline
Call for proposals emailed to FSU faculty and staff	October 22, 2018
Open Forum Question and Answer session	November 9, 2018 HH107 10:30 -11:30
GRANT PROPOSALS DUE	JANUARY 21, 2019 AT NOON
Grant Notification	Mid-February
Formal Grant Announcement	A Day in May
Technology Summer Institute	June 3, 2019 (tentative date)
Technology Funding	FY2018-2019
Expected Project Kick-off	AY2019-2020

What criteria is used to evaluate application?

Criteria	Explanation
Significance Identifiable – Need (Extent of Innovation)	<ul style="list-style-type: none"><input type="checkbox"/> Does the proposal align with a university strategic initiative and/or retention solutions?<input type="checkbox"/> Does the proposal explore new possibilities through pilot projects, as well as trial and error on a small scale, in order to test innovative ideas and gain insights that can be used to inform prospective implementation and support on a larger scale?
Implementation Plan (Quality and Feasibility)	<ul style="list-style-type: none"><input type="checkbox"/> Is there clear justification for the funds?<input type="checkbox"/> How will the proposed innovation, practice or method be shared, adopted and replicated either within a particular discipline, or across disciplines?<input type="checkbox"/> Is there sponsorship support and available (non-financial) resources?
Feasibility Sponsorship – Resources: (Readiness for Adoption)	<ul style="list-style-type: none"><input type="checkbox"/> Is additional training needed before the project can be implemented? in your classroom or before students may use the technology?<input type="checkbox"/> What limitations, problems or challenges will you face that would impact the success of the project?<input type="checkbox"/> If additional staff is needed, please identify their role (example: research assistant).
Impact Short term implications - Potential for Broader Adoption (Who is the target audience for your project?)	<ul style="list-style-type: none"><input type="checkbox"/> What is the short term implication for adopting this technology?<input type="checkbox"/> What is the potential for scaling the project across a broader audience?
Sustainability Project continuance beyond the project year	<ul style="list-style-type: none"><input type="checkbox"/> After the funds are spent, how do you anticipate sustaining the project?<input type="checkbox"/> How will your department budget support the project beyond the grant year?

APPENDIX A

*The establishment of all objectives should be created using the S.M.A.R.T. philosophy. What do we mean by a S.M.A.R.T. objective?² S.M.A.R.T. is an acronym that is used to guide the development of measurable goals.
Each objective should be:

Specific – Measurable w/Measurement – Achievable – Relevant – Time-Oriented

Specific

Specific answers the questions "what is to be done?" "how will you know it is done?" and describes the results (end product) of the work to be done. The description is written in such a way that anyone reading the objective will most likely interpret it the same way. To ensure that an objective is specific is to make sure that the way it is described is observable. Observable means that somebody can see or hear (physically observe) someone doing something.

Measurable w/Measurement

Measurable w/Measurement answers the question "how will you know it meets expectations?" and defines the objective using assessable terms (quantity, quality, frequency, costs, deadlines, etc.). It refers to the extent to which something can be evaluated against some standard. An objective with a quantity measurement uses terms of amount, percentages, etc. A frequency measurement could be daily, weekly, 1 in 3. An objective with a quality measurement would describe a requirement in terms of accuracy, format, within university guidelines.

Achievable

Achievable answers the questions "can the person do it?" "Can the measurable objective be achieved by the person?" "Does he/she have the experience, knowledge or capability of fulfilling the expectation?" It also answers the question "Can it be done giving the time frame, opportunity and resources?" These items should be included in the SMART objective if they will be a factor in the achievement.

Relevant

Relevant answers the questions, "should it be done?", "why?" and "what will be the impact?" Is the objective aligned with the S/C/D's implementation plan and the university's strategic plan?

Time-oriented

Time-oriented answers the question, "when will it be done?" It refers to the fact that an objective has end points and check points built into it. Sometimes a task may only have an end point or due date. Sometimes that end point or due date is the actual end of the task, or sometimes the end point of one task is the start point of another. Sometimes a task has several milestones or check points to help you or others assess how well something is going before it is finished so that corrections or modifications can be made as needed to make sure the end result meets expectations. Other times, an employee's style is such that the due dates or milestones are there to create a sense of urgency that helps them to get something finished.

² Source: [Wayne State University](http://wayne.edu/hr/leads/phase1/smart-objectives.php) <http://wayne.edu/hr/leads/phase1/smart-objectives.php>

APPENDIX B: Teaching with Technology Innovation Grants 2011-2018

Recipients	Abstract	Timeline
Aline Davis (Biology)	<p>iPad Pilot</p> <p>The iPad study sought to evaluate technology-enhanced student engagement by comparing the experiences of students using only an e-textbook with the experiences of those using only a standard textbook.</p> <p>Read the article.</p>	AY2011-2012
Aline Davis (Biology)	<p>Improving Student Engagement</p> <p>During academic year 2012 to 2013, Dr. Davis investigated the usefulness of the Apple iPad2 compared to Lenovo ThinkPad tablets in an upper division laboratory Biology class. The study examines several technological enhancements in teaching and learning, including: textbook format, audio recording, personal response systems and the mobile Blackboard App. Student participation was voluntary. The project team was recognized with a Blackboard Catalyst award for Innovation in Mobile Technology by Blackboard.</p>	AY2012-2013
Aline Davis (Biology)	<p>Improving Student Engagement in a Lecture Class</p> <p>Dr. Aline Davis continues with her investigations for improving student engagement with lecture materials using both in-class polling and lecture capture. The outcome will help to identify a solution that is cost effective, easy to use solution that may be adopted by others at the university.</p>	AY2013-2014
Marc Cote (Art)	<p>Interactive Digital Graphic Novels</p> <p>Students participating in the grant attempted to transform work that traditionally goes solely to print, into iBook format using the iPad App iBook Author. Sixteen students enrolled in "ARTS 305 Comix and Graphic Novels" will transform work that traditionally goes solely to print, into IBook's using the IPad App IBook's Author. This will allow a class of primarily Studio Art/Illustration Majors to enter into the quickly emerging market of online publishing. The IBook's program encourages a degree of interactivity with the viewer not possible in printed books. During a typical "Comix/Graphic Novels" course, students produce a short illustrated story with no written words as well as a longer sequentially illustrated story with text and visual "sound effects." Working with IPads, the students can move beyond the static story and introduce multiple options for reading/viewing.</p>	AY2012-2013

Recipients	Abstract	Timeline
Lynn Parker (English)	<p>Online Learning Communities</p> <p>The use of technology and social media to develop and maintain an online learning community is particularly promising for studying Victorian literature and culture. At a level of information access, researchers on Victorian literature have made marked contributions to opening up electronic access to primary and secondary texts. Brown University's highly successful "Victorian Web" project provides one such example of the ways in which multiple researchers can gather and open up resources for students and scholars in an online forum. In addition, projects that investigate the implications of new Victorian technologies, such as photography and telegraphy, to transmit and shape information have directed our attention to the ways in which accessing information shapes our understanding of the information itself. Hence developing and sharing resource material has been a priority for scholars of the Victorian period, which provides resources for supporting our own investigations.</p>	AY2012-2013
Lynn Parker (English)	<p>Online Learning Communities Continuation</p> <p>This grant builds upon the experience and materials from a spring 2013 Teaching Technology Grant using iPad mobile technology to incorporate social media tools, such as Google+, annotation software and platforms, such as Classroom Salon, and research tools to enhance the students' understanding of the literature and culture of the Victorian Period.</p>	AY2013-2014
Lynn Parker (English)	<p>Study of Victorian Literature</p> <p>I would like to continue my work with integrating social media applications in the literature classroom in the proposed course, ENGL 375 Studies in British Literature: Victorian Supernatural, which I plan to teach in the spring semester, 2015. The grant funds were used to purchase additional apps.</p>	AY2014-2015
Marlene Correia, James Cressey, Valerie Hytholt (Education)	<p>Pre-Service Teacher Prep with Mobile Technology and Assessment Tools</p> <p>Preparing teachers to be effective in twenty-first century classrooms with students who are digital natives is a critical component of pre-service teacher education at Framingham State University. The majority of Education majors already possess the technological skills necessary for using current technology, but what is missing is the integration of research based-pedagogical practices, with technology skills and content knowledge in planning. This project is designed to give Early Childhood Education majors the opportunity to practice the integration of these three factors while concurrently impacting the learning of young children in the Child Development Lab on campus.</p>	AY2013-2014

Recipients	Abstract	Timeline
Jennifer Dowling (Communication Arts)	<p>iPads in Communication Arts</p> <p>This grant is a continuation of the exploration of innovative instruction for COMM327 Computer Animation Techniques course. Having recently taught the course with funds from the previous Teaching with Technology grant, Dr. Dowling discovered the most effective approaches for teaching the subject and plan to implement changes for a more successful learning experience. She would like to provide students with iPads once again, but this time with a more focused and deliberate purpose. Imparting skills with new technology is not the primary goal of this proposal, however. Instead, the key factor is to facilitate different ways of solving problems, finding answers, discovering inspiration, creating concepts, and exchanging ideas that will allow students to more fully develop their knowledge of the subject while building their computer animation abilities</p>	AY2014-2015
Barbara Milot (Art Education)	<p>Teacher Prep with Mobile Technology</p> <p>This grant will train students in the art education program (undergraduate and Post-Baccalaureate Teacher Licensure students) to use the newest instructional technology (iPads, apps, on-line resources and social media) to design curriculum, deliver instruction and manage the art classroom.</p>	AY2013-2014
Barbara Milot (Art Education)	<p>Continue the iPads in Art Education program initially supported in AY 2013-2014 and renewed for AY2014-2015.</p> <p>The program is designed primarily for the students in the FSU Art Education program (the undergraduate art education concentration and the Post-Baccalaureate Teacher Licensure program). In the spring of 2016 the students will use the iPads, the lesson plans and instructional techniques that they developed in the fall course in their full-time student teaching practicum and in our weekly teaching seminars. We will use the same equipment and resources that we have used since fall 2013 with the addition of one more portable LCD projector. This will ensure that all student teachers can project images and videos in the K-12 art rooms.</p>	AY2014-2015

Recipients	Abstract	Timeline
Catherine Frederico (Food and Nutrition)	<p>iPads innovation for Food and Nutrition</p> <p>Educating students for 21st century nutrition careers requires demonstrating knowledge and practice in how to use relevant technology, particularly in light of new HITECH Act statutes. Happtique.com estimates that there are about 40,000 health related apps in the iTunes store. This grant would fund the use of iPads for course teaching, practice, and productivity projects with follow-up assessment of their acceptance by students and faculty, and course design.</p>	AY2014-2015
Christian Gentry (Music)	<p>Introduction to Electroacoustic Composition</p> <p>The funding of this project will essentially start a music technology program that fills in a creative and technological gap currently missing at FSU. This program includes the building and implementation of a digital music studio on campus as a space for a course called Introduction to Electroacoustic Composition. The course will fulfill the Domain I-A General Education requirement. Furthermore, the studio will be available for pre approved students and faculty for creative and scholarly purposes.</p>	AY2014-2015
Robert Johnson (Communication Arts)	<p>iOgraphy Documentary Project</p> <p>This proposal seeks funding for (6) iPads and (6) iPad "iOgraphy" kits for the F'14 <i>COMM366-001 Documentary Filmmaking</i> course. Each kit greatly improves an iPad's ability to capture and edit high quality video, making them ideal tools to assist students in creating their first documentary stories.</p> <p>Several new exercises will be designed to help students use these tools to build essential skills. The first exercise will require students interview someone about their relationship to their job. To successfully complete these assignment students must synthesize interpersonal and technical methodology. Since the modified iPad is simple to operate students can more fully engage with their subjects; subsequent exercises build upon these experiences.</p>	AY2014-2015
Robert Johnson (Communication Arts)	<p>iOgraphy Documentary Project (round 2)</p> <p>This proposal seeks funding for the purchase of iMovie editing software, and the continued use and integration of (6) iPad-mini's and (6) iPad "iOgraphy" kits in the F'15 COMM366 Documentary Filmmaking course. The iOgraphy kits are non-threatening technology that enhances students' abilities to engage and capture subjects, and later edit video. These tools assist students in learning how to craft short documentary stories.</p>	AY2015-2016

Recipients	Abstract	Timeline
Ben Atchison (Math)	<p>Open Educational Resources (OER)</p> <p>The funding for the project will be used for the creation of new instructional materials and the utilization of OER texts and software for the existing General Mathematics and Algebra sequence. By increasing accessibility and reducing immediate costs to the student, it is expected that overall teaching effectiveness should improve and student learning should increase.</p>	AY2015-2016
Ben Atchison (Math)	<p>Open Educational Resources (OER) Part 2</p> <p>This project will seek to collect and develop open educational resources (OER) that align with the Math 095 (General Mathematics) and Math 123 (College Algebra) course sequence at Framingham State University. This would include the coordination of OER textbook materials, utilization of an existing low or no-cost online homework/assessment platform, and the gathering or creation of additional course enhancements (video tutorials, study notes and slides, free graphing calculator websites/apps, etc.). Ultimately, the expected outcome would be the creation of departmental materials that could be used for both courses, and serve as review/supplemental material for Math 200 (Pre-calculus).</p>	AY2016-2017
Andrea Gorman (Food and Nutrition)	<p>Using a Clinical App in Nutrition</p> <p>The project will utilize a clinical nutrition app (Nutrition Workbench Pro http://www.nutritionworkbench.com/Nutrition_Workbench/Home.html) on iPad technology in the NUTR 483/884 Medical Nutrition Therapy course. This tablet technology and app will be used along with reflector technology (http://www.airsquirrels.com/reflector/) allowing class participants to see the instructors tablet displayed in the classroom to enhance learning. Additionally, content of the course will be modified so that the course content is flipped such that Panopto recordings of lecture content are recorded and viewed by students prior to class and class time is spent using this technology to review specific patient cases to provide a real-world simulation experience.</p>	AY2015-2016
Conny Breuning, Satish Penmasta (Computer Science)	<p>Improving Teaching and Learning in a Computer Class</p> <p>In this project, we propose to use technology for creating a collaborative environment for Improved teaching and learning. The technology will allow students to share their device screen with the instructor and/or their peers. With this screen sharing, the instructor will be able to see and analyze students' work, their engagement, trends and approaches to problem solving, and identify common problems. The Instructor will also be able to share student screens to allow the class to determine solutions to debug and resolve errors and share alternate solutions and to identify an efficient solution. This technology will also support peer-to-peer screen sharing which will enable collaboration and teamwork.</p>	AY2016-2017

Recipients	Abstract	Timeline
Laura Osterweis (Communication Arts)	<p>Gamification in a Communication Arts Class: "How do I get students to read?"</p> <p>Grant funds were awarded grant for a two-year study: the first year Laura studied what activities and types of gamification and game-based experiences motivate students to read/learn content. In the second year, Laura plans to employ successful gamification and gaming methods learned in the first year to one class while using traditional methods in another to see how they compare in terms of engagement during class discussion, content read/learned, and performance on exams, papers and projects.</p>	AY2016-2017
Fei Yu (World Languages)	<p>Improving the Teaching and Learning of Chinese through a Technology-integrated Linguistic Landscape Project</p> <p>Aligning with the strategic initiative of FSU to advance global stewardship and embrace a sense of community in both local and global settings, this project is designed to create an opportunity for Chinese exposure and practice in the local Chinatown community in Boston by implementing a technology-integrated Linguistic Landscape (hereafter LL, referring to public displays of language) project with 25 students enrolling in a Chinese course. Specifically, taking on the role of "language detectives", students are engaged in observing, collecting, recording, and analyzing public signs shown fully or partially in Chinese in the local community where they have access. Technology is essentially important for implementing this project, mainly including photographing, LL mapping, voice recording, and course blogging. Through connecting the language classroom to the real world, the goal of this project is not only to provide students with an opportunity to learn Chinese through authentic input on public print, but also to inspire students to think analytically and creatively about how Chinese language is used in the local community. Particularly, the final products from this project, including the LL map and the course website, will be used as instructional materials for future Chinese courses at FSU.</p>	AY2017-2018

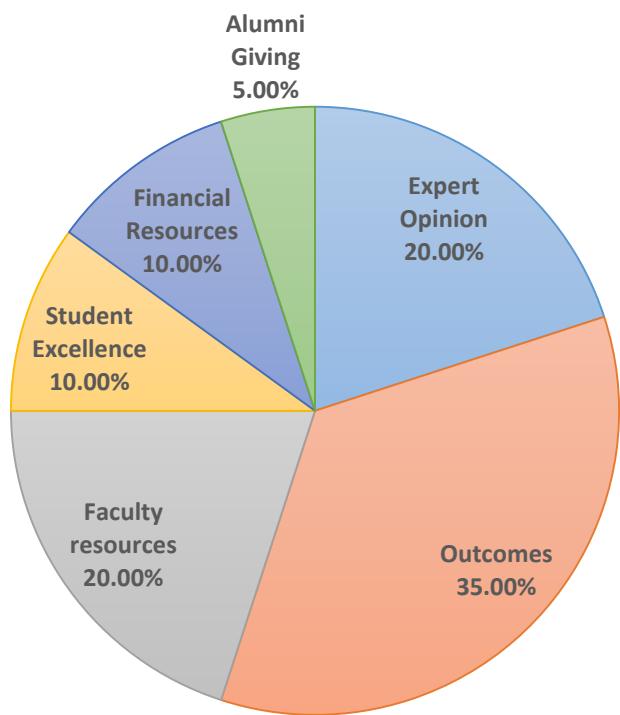
Recipients	Abstract	Timeline
Irene Porro (McAuliffe Center)	<p>Technology Enabled Cross-Curriculum Immersive Learning Project</p> <p>The McAuliffe Center, in collaboration with FSU faculty, proposes to leverage the immersive learning potential of the FSU Planetarium to improve engagement in General Education experiences for students across all academic departments.</p> <p>A pilot program will model the integration of student-driven explorations using <i>The Layered Earth</i> (TLE), an earth science simulation software for the planetarium, into Physics and Geography Gen Ed courses. At the same time, faculty and students, independently, will pursue self-directed learning in two new lab environments equipped with TLE for PC. Additional faculty will learn about TLE and related resources through a monthly forum series hosted by the McAuliffe Center.</p> <p>The acquisition of the TLE for the Planetarium and the sharing of results from the pilot project will contribute to important changes in awareness and practice among FSU faculty with a high potential for long-term impact for the FSU community:</p> <ul style="list-style-type: none"> • Increased awareness of the potential of the FSU Planetarium to support cross-disciplinary learning and Gen Ed courses. • Implementation of immersive learning technology by faculty across all departments based on the models emerged from the pilot program. • Engagement in both random conversations and deliberate collaborative work to produce cross-curriculum modules for their courses and develop new co-teaching experiences. 	AY2017-2018
Andrew Jung (Computer Science)	<p>Computational Thinking: Building Robots and Games</p> <p>This course focuses on to promote the ability to solve the problems in critical and creative ways. The goal of teaching in University is to help students to become critical thinkers and effective problem solvers. The ability to analyze and consider the consequences of computing critically is an important skill set for the 21st century learners not only computer science students but also students of all other areas due to popularity of using personal computing devices such as laptop, smart phone, and other h.md-held de vices. Accordingly, computer related education is magnified not only for students at university but also for all other age groups. However, there are no computing courses for students who are not in computer science major at FSU. Thus, we are offering a new course that enhances student's computational thinking capability that is necessary for preparing digital literacy world.</p>	On-hold due to faculty vacancy

US News and World Report – America's Best Colleges 2019

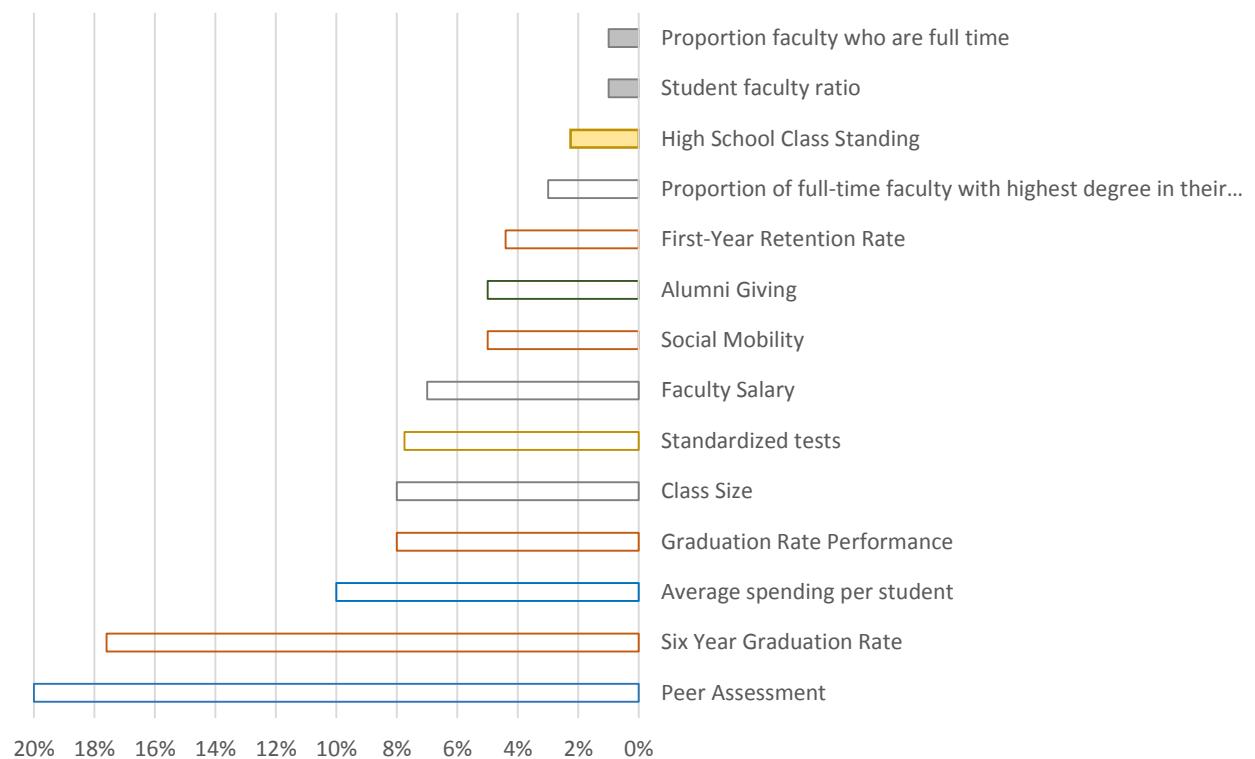
Framingham State University

Framingham State University ranked #123 (up 3 from 2018) in US News and World Report, Best Regional Universities – North Region, alongside 187 other institutions. -Regional Universities are grouped based on their Carnegie classification and are divided into regions of North, South, Midwest, and West. The ranking indicators fall into six key indicators, calculated from fourteen sub-factor components:

Key Indicator Weight



Sub-factor Weight



Massachusetts Public Universities – Regional North

2018 US News Data Table

	Framingham	Bridgewater	MMA	Fitchburg	Salem	Westfield	Worcester
Overall Rank	123	117	19	137	142-187	112	117
Overall Score	47	49	75	44	--	50	49
Outcomes (35%)							
Average first year retention rate (4.4%)	75%	79%	89%	77%	79%	78%	80%
Predicted graduation rate (8%)	53%	53%	59%	53%	52%	51%	53%
Average actual graduation rate (17.6%)	54%	59%	75%	60%	52%	65%	55%
Social Mobility (5%)					<i>Data are not published</i>		
Expert Opinion (20%)							
Peer Assessment (Rank 1-5) 1 = marginal : 5 = distinguished	2.5	2.5	3.0	2.4	2.4	2.3	2.5
Faculty Resources (20%)							
Class Size (8%)							
Percent of classes under 20	47%	42%	38%	42%	46%	38%	53%
Percent of classes of 50 or more students	1%	<1%	2%	1%	2%	1%	<1%
Faculty Compensation (7%)					<i>Data are not published</i>		
Proportion of full-time faculty with highest degree (3%)					<i>Data are not published</i>		
Proportion of Full Time Faculty (1%)					<i>Data are not published</i>		
Student-Faculty Ratio (1%)	14/1	19/1	16/1	14/1	n/a	16/1	17/1
Student Excellence (10%)							
High School Class Standing, top 25% (2.25%)	21%	n/a	n/a	n/a	20%	n/a	
Standardized Tests, SAT 25 th /75 th percentile (7.75%)	950-1130	980-1160	1040-1200	970-1140	980-1150	970-1150	980-1170
Financial Resources – Average spending per student (10%)							
Alumni Giving (5%)	5%	5%	14%	3%	4%	3%	7%

Changes from 2018 to 2019

Outcomes Indicator (35%, up from 30% in 2018)

Social mobility (new measure) – a school's success at promoting social mobility by graduating students who received federal Pell Grants.

Pell Grant graduation rates are weighted at 2.5%.

Pell Grant graduation rates compared with all other students are weighted at 2.5%.

Graduation and Retention Rates –

The average six-year graduation rate is 17.6%, down from 18% in 2018.

The average first-year retention rate is 4.4%, down from 4.5% in 2018.

Graduation Rate Performance –

Predicted graduation rate compared against the actual. Weighted 8% up from 7.5% in 2018.

Faculty Recourses (20%) – No change

Expert Opinion (20%, down from 22.5% in 2018)

Peer Assessment Survey weighted at 20% down from 22.5% in 2018.

Financial Resources (10%) – No change

Student Excellence (10%, down from 12.5% in 2018)

Standardized Tests weighted at 7.75% down from 8.125% in 2018.

High School standing weighted at 2.25% down from 3.125% in 2018.

Alumni Giving (5%) – No change



Framingham

State University