

FITCHBURG
STATE
COLLEGE

2004-09 Strategic Plan

Fitchburg State College

2004-09 Strategic Plan

Brief Outline

In the period 2004-09 the College will considerably increase the size of the student body as it upgrades classrooms and offices, and builds new science labs. Student services will be made more responsive to student needs, and academic quality will be improved by appropriate incorporation of technology, by improvements in curriculum design and delivery, and through the systematic assessment of achievement. Steps will be taken to improve coordination between college constituencies coupled with a focus on planning. No changes to the essential mission of the college are envisioned; we will continue to emphasize the central pursuits of teaching and learning. Fitchburg State College will continue to be a comprehensive institution of higher education providing a high quality and affordable education to the people of Massachusetts.

Introduction

The 2004-2009 Strategic Plan represents a consensus of the diverse college constituencies that contributed to its creation. It is presented at a time of transformation for the College due to early retirement, administrative reorganization, and building projects. With so much change, it makes sense for the campus community to carefully review the directions the College should be taking in the immediate future.

Fitchburg State College has a long history, a strong presence in the communities of North Central Massachusetts, and a reputation as an affordable public college with strong programs. In recent years, FSC has struggled in its efforts to become the public college of choice in Massachusetts. Several factors ranging from competition with other small comprehensive colleges to declining financial support to a considerable reduction in full-time faculty have contributed to this challenge. In addition, the most recent NEASC visiting team's report has identified numerous needs, many of which are pressing and requiring urgent attention.

Despite these struggles, FSC has continued to provide a quality education to our students and has maintained our commitment to fostering an intimate, friendly, student-centered community with an emphasis on small class size and access to faculty. Furthermore, there are many positive indicators of current and future growth and improvement. We are witnessing a rapid increase in enrollment and the addition of the Recreation Center and the major renovations of the residence halls have given the College a showpiece for recruiting. We have optimistic new leadership and a unified and dedicated group of employees.

A comprehensive strategic plan is critical to our abilities to build upon our strong foundation and to continue our positive growth. This plan presents the collective work of the Planning Council and five Planning Task Forces representing the college community.

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Overview

Over the next five years Fitchburg State College will diversify and increase undergraduate and graduate enrollment to levels appropriate to our available physical, fiscal, and human resources. This enrollment growth will be managed to assure that an environment conducive to teaching and learning is encouraged and sustained. We will maintain our commitment to fostering an intimate, friendly, student-centered community with an emphasis on small class sizes and access to faculty. We will continue to examine and systematically assess all significant aspects of the student experience in order to enhance the educational process. The pursuit of academic quality will thus be the primary focus of our efforts, and demonstrated evidence of excellence will serve as a means of attaining our enrollment targets.

To attract and retain qualified students and in support of the academic enterprise we will address three critical issues. We intend to renew the campus physical plant, to upgrade the technological environment, and to continuously improve our student support services. We recognize that meaningful changes in these domains will require a redirection of existing resources or the investment of substantial additional funds. Our long-range plans will guide the development of the institutional budget as well as the deployment of campus personnel.

We have identified the tasks necessary to accomplish our major goals and we will annually measure our progress and evaluate our strategies. Viewed individually our objectives and their supporting activities represent important contributions to the well-being of our educational community; in their entirety they guarantee that this College will continue to fulfill its obligation as a public institution, i.e. to anticipate and address the needs of the state, the region, and the students that we serve. Through these efforts we will move closer to achieving our aspiration to be considered the public college of choice in Massachusetts.

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Vision Statement

At the conclusion of the planning period Fitchburg State College will be a substantially larger institution as measured by enrollment and the size of the physical plant. Teaching and learning will be supported by a full array of support services which will provide every student with the opportunity to succeed. The core curriculum will be re-evaluated for relevancy and effectiveness. And lastly, but of paramount importance, all academic programs will develop the means to evaluate and enhance their level of academic quality.

By the fall of 2009 our undergraduate enrollment will grow by 800 students to a headcount of 3450. In addition, graduate enrollments will increase by 500 to a headcount of 1965 students. The diversity of our student body will better reflect the region that we primarily serve. These students will be recruited from our traditional service area, although more residential opportunities will be available with the opening of our new residence hall. The current mix of undergraduate programs will be maintained and selected majors will be targeted for growth, but only as faculty and teaching facilities are available to accommodate such expansion. New graduate and continuing education offerings will respond to the interests and needs of the populace and the state.

Our students, both commuters and residents, already enjoy a wide variety of services and co-curricular programming. We will focus our efforts on assessment of the effectiveness of these services as well as considering new solutions to such perennial challenges as parking and academic advising. During the next five years significant changes in technology, infrastructure, the physical plant, and operational services will improve the living/learning environment for all students. New science laboratories, mediated classrooms, renovations to the campus core buildings, and modernized athletic fields will be completed as part of this plan as will other improvements determined through the development of a comprehensive facilities master plan. We will, in partnership with the City of Fitchburg, complete the last phase of the North Street gateway project. Students will pursue their studies and other interests with the confidence that their safety and security is our preeminent concern.

Students entering Fitchburg State College in the fall of 2009 will matriculate in programs of study with clearly defined learning objectives, valid assessment procedures, and demonstrated evidence of academic excellence. Laptop computers will become mandatory for all new students and their widespread use will fundamentally change the nature of the classroom experience. Feedback from current and former students will be collected and analyzed to inform the academic review process. Employers will be invited to provide candid reviews of how well prepared our graduates are as they enter the workforce. The information gathered will be used to monitor and improve all aspects of the teaching/learning nexus.

In brief, the college will be bigger, it will be better, and it will continue its proud history of offering accessible educational opportunities to the citizens of the Commonwealth.

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Planning Priorities

Teaching and learning form the core of our institutional mission and signify our reason to exist. These central pursuits will be enhanced through improvements to technology and the construction/renovation of instructional facilities. To further ensure the richness and relevance of each student's educational experience, *academic quality* will be defined, measured, and sustained through the knowledge gained from the application of specific assessment criteria. In support of academic quality several initiatives have been identified. They are listed starting on page 6.

Out-of-classroom experiences contribute significantly to student satisfaction and achievement. A comprehensive array of activities and support services will be provided to encourage all students to participate fully in the life of the campus. The *quality of the student experience* will be examined, evaluated, and improved on the basis of systematically collected information. In order to enhance the quality of the student experience a number of proposals will be implemented. They are listed starting on page 9.

More than ever public agencies are required to provide evidence that their funding represents a sound investment for the taxpayers. The College will utilize its resources to offer educational opportunity to as many learners as is reasonably possible. We will carefully *increase and diversify enrollment* in selected programs to demonstrate fiscal stewardship and to create a campus community more reflective of the region in which we reside. Our enrollment targets and the strategies we will use to reach them are listed starting on page 12.

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Goals and Strategies to Enhance Academic Quality

Teaching and learning form the core of our institutional mission and signify our reason to exist. These central pursuits will be enhanced through improvements to technology and the construction/renovation of instructional facilities. To further ensure the richness and relevance of each student's educational experience, academic quality will be defined, measured, and sustained through the knowledge gained from the application of specific assessment criteria.

Presented below are the goals for enhancing academic quality and the primary strategies to achieve these goals.

Goal: Define, assess and enhance academic quality at the institutional, departmental, program, and major levels.

Objectives:

- Increase the number of tenure-track faculty and librarians to keep pace with projected enrollment.
- Establish campus-wide institutions to formalize communication.
- Systematize methods used to assess academic quality.
- Ensure that the core curriculum is relevant and effective.
- Improve the academic program review process.

Strategies:

- Establish an ACC Committee on Academic Quality.
Proposed Actions:
 - ❖ Submit ACC proposal.
 - ❖ Facilitate a dialog on academic quality issues including class size and student/faculty ratios.
 - ❖ Encourage students to contribute to dialogs concerning academic quality.
- Conduct discipline-specific and general outcome assessments.
Proposed Actions:
 - ❖ Create a repository of academic assessment processes.
 - ❖ Administer value-added assessment tests/surveys.
 - ❖ Administer graduate satisfaction surveys.
 - ❖ Administer employer questionnaires as part of program review process.
- Review the LA&S curriculum.
Proposed Action:
 - ❖ Convene LA&S Committee.

- Engage the campus in the development of a comprehensive annual academic plan.
Proposed Action:
 - ❖ Establish steering committee.
- Establish a linkage between resources, necessary course offerings, and faculty hiring.
Proposed Action:
 - ❖ Provide opportunities for community input into budgetary decisions.
- Develop a mechanism to assess the leadership mission.
Proposed Action:
 - ❖ Conduct open forum on leadership mission.

Goal: Promote on-going student, faculty, and staff development.

Objective:

- Increase opportunities for members of the college community to upgrade skills.

Strategies:

- Promote on-going professional development through financial and material support.
Proposed Actions:
 - ❖ Renew computer-based training technology.
 - ❖ Re-establish the Faculty Excellence in Teaching Center.
 - ❖ Coordinate resources in support of Strategic Plan and academic plans.
 - ❖ Encourage and reward personal initiative to refresh/acquire job-related qualifications, knowledge and abilities.
 - ❖ Continue open forum discussions regarding finance related issues.
 - ❖ Increase the number of graduate courses taught by full-time faculty.
 - ❖ Publicize information about faculty excellence.
 - ❖ Increase required course assignments to support library use.
- Develop campus-wide understanding of academic advising systems.
Proposed Action:
 - ❖ Include emphasis on advising skills in the faculty hiring process.

Goal: Ensure that all campus facilities support excellence in teaching and learning.

Objective:

- Enhance teaching/learning facilities.
- Ensure appropriate growth in library holdings and facilities relative to curricular and/or program needs.

Strategy:

- Renovate/modernize core academic buildings.

Proposed Actions:

- ❖ Advocate for full funding of BHE “Strategic Capital Priorities”.
- ❖ Add technology enhanced mediated classrooms.
- ❖ Create or retrofit existing classrooms to accommodate seminar-style learning as well as enhance accessibility.
- ❖ Increase funding for library acquisitions and facility upgrade.
- ❖ Improve connections between the library, IT services, and departments.

Goal: Expand technological resources to enhance teaching and learning, increase access, and improve efficiency, service and reliability.

Objective:

- Establish FSC as an academic technology leader among the Massachusetts state colleges.

Strategies:

- Improve teaching and learning through the use of current technologies.

Proposed Actions:

- ❖ Establish a Faculty Technology Teaching and Learning Center.
- ❖ Upgrade Learning Management Systems.
- ❖ Implement laptop computer initiative.
- ❖ Continue desktop computer replacement program.

- Provide secure and reliable computing and communication access.

Proposed Actions:

- ❖ Increase internet bandwidth.
- ❖ Construct partially wireless campus.

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Goals and Strategies to Improve the Student Experience

Out-of-classroom experiences contribute significantly to student satisfaction and achievement. A comprehensive array of activities and support services will be provided to encourage all students to participate fully in the life of the campus. The quality of the student experience will be examined, evaluated, and improved on the basis of systematically collected information.

Presented below are the goals for improving the student experience and the primary strategies to achieve these goals.

Goal: Enhance the quality of student life in the areas of student activities, campus living, safety and security, student support services, and recreation and leisure.

Objectives:

- Increase student life programming.
- Increase student participation in daytime activities.
- Involve commuter students more fully in campus life.
- Increase student participation in recreation and leisure activities.
- Increase the level of satisfaction with services provided by student support departments.
- Improve the appearance and functionality of student co-curricula activity centers.
- Increase level of satisfaction with personal safety and security.
- Improve parking, food services, and other campus amenities.

Strategies:

- Offer more and different programs directed toward commuter students.
- Offer additional collaborative and weekend programs.
- Provide a wider range of recreational activities.
 - Proposed Actions:*
 - ❖ Hold a major event/concert.
 - ❖ Expand Volunteer Center opportunities.
 - ❖ Continue efforts with neighborhood groups to improve community relations.
 - ❖ Increase student involvement in outdoor recreation program.
 - ❖ Expand the intramurals program.
 - ❖ Create health club atmosphere in the Recreation Center.
- Provide expanded access to student support departments.
 - Proposed Actions:*
 - ❖ Establish criteria for determining recommended levels of staffing.
 - ❖ Review student support service hours of operation.
 - ❖ Improve access to open laboratories.

- Assess student satisfaction with services provided and respond to identified concerns.
Proposed Action:
 - ❖ Select assessment instruments and establish assessment cycle.

- Enhance physical plant through the development of a comprehensive Master Plan.
Proposed Actions:
 - ❖ Establish Facilities Master Plan Committee.
 - ❖ Upgrade athletic fields.
 - ❖ Include all stakeholders in open review of Hammond Center renovation proposal.
 - ❖ Transform Information Desk to Information Center.
 - ❖ Expand/relocate Games Room.
 - ❖ Relocate college Bookstore.
 - ❖ Co-locate Health Services and Counseling.
 - ❖ Relocate Disabilities Services.
 - ❖ Modernize Condike Science.
 - ❖ Relocate Admissions Office.
 - ❖ Continue renovation of Anthony; relocate Materials Management and Grounds.
 - ❖ Decide on future function of Parkinson Gymnasium.
 - ❖ Transfer the ownership of building at 533 Main St.
 - ❖ Establish renovation schedule for faculty offices.
 - ❖ Repair campus tunnel system.
 - ❖ Update and expand assistive technologies.
 - ❖ Improve HVAC systems in classrooms, meeting rooms, and auditoria.
 - ❖ Improve campus signage.

- Improve administrative computing and communication infrastructure.
Proposed Actions:
 - ❖ Maintain/upgrade college administrative systems and network infrastructure.
 - ❖ Expand one-card usage.
 - ❖ Establish technology security and privacy protocols.
 - ❖ Evaluate and upgrade telephone systems.
 - ❖ Install information kiosks.
 - ❖ Centralize library equipment checkout.
 - ❖ Pursue paperless future via Banner solutions.

- Increase sense of safety and security.
Proposed Actions:
 - ❖ Implement proactive safety and security measures.
 - ❖ Increase visibility and access of Campus Police Officers.
 - ❖ Purchase 4x4 vehicle for Campus Police.

- Provide attractive meal plan options.
Proposed Action:
 - ❖ Review meal plan options, retail operations and layout, declining balance/falcon dollars, and collaborations with MWCC dining services.

- Improve parking.
Proposed Actions:
 - ❖ Increase parking capacity.
 - ❖ Create office of Parking Services.
 - ❖ Conduct study of vehicular traffic patterns.
 - ❖ Expand van service for campus community.

Goal: Develop greater integration between the academic and co-curricular activities.

Objective:

- Provide programs that complement the College's academic mission.

Strategy:

- Establish a broad-based committee on co-curricular life to plan and publicize co-curricular programs and activities.
Proposed Actions:
 - ❖ Develop theme housing program.
 - ❖ Encourage the ACC Student Affairs Committee to become a proactive body.
 - ❖ Establish an advisory committee on co-curricular life.

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Goals and Strategies to Increase and Diversify Enrollment

More than ever public agencies are required to provide evidence that their funding represents a sound investment for the taxpayers. The College will utilize its resources to offer educational opportunities to as many learners as is reasonably possible. We will carefully increase and diversify enrollment in selected programs to demonstrate fiscal stewardship and to create a campus community more reflective of the region in which we reside.

Presented below are the goals for enrollment and diversity and the primary strategies to achieve these goals.

Goal: Increase the number of qualified entering day and evening undergraduate students.

Objectives:

- Increase undergraduate enrollment from 2773 (fte) / 3452 (hc) to 3400 (fte) / 4250 (hc).
- Increase undergraduate new student enrollment from 1108 (hc) to 1407 (hc).
- Improve the freshman graduation rate 3%, to achieve an overall graduation rate of 47%.

Strategies:

- Increase inquiries, applications, and yield of qualified applicants.
Proposed Actions:
 - ❖ Create early outreach to high school freshmen, sophomores, and juniors.
 - ❖ Create outreach programs to high school guidance counselors and community college transfer counselors.
 - ❖ Update existing and create new transfer articulation agreements.
 - ❖ Examine, and where appropriate, revise transfer credit policies.
 - ❖ Create a systematic Admissions communications plan that includes use of email and the internet as the primary method of contact.
 - ❖ Administer College Board ASQ+ survey.
 - ❖ Develop guidance counselor survey.
 - ❖ Provide quality visit opportunities for prospective students.
- Develop a comprehensive College Marketing Plan.
Proposed Actions:
 - ❖ Appoint marketing steering committee.
 - ❖ Compile historical data on programs, courses, and enrollments.
 - ❖ Contract with an external vendor to complete market analysis.
 - ❖ Target programs for growth that have both capacity and a good potential market.
 - ❖ Pervade targeted markets, set benchmarks, and evaluate effectiveness.
 - ❖ Update the College web site including academic program web pages.
 - ❖ Expand branding efforts.

- Create and control a college message about the city of Fitchburg and the region.
Proposed Actions:
 - ❖ Work with city officials to upgrade surrounding neighborhood.
 - ❖ Collaborate with regional Chambers of Commerce to present positive image.
- Create a centralized system of monitoring retention/graduation data under the auspices of one academic officer.
Proposed Actions:
 - ❖ Assign retention responsibility.
 - ❖ Re-establish the Retention Committee.
 - ❖ Create a system of tracking and reporting student retention/graduation data.
 - ❖ Identify “at-risk” students and intervene appropriately.
 - ❖ Implement best practices in student retention.
 - ❖ Design a one-college system of registration to make it easier for both day and evening undergraduate students to complete programs in a timely manner.

Goal: Enhance the diversity of the student body.

Objectives:

- Increase enrollment of under-represented students.
- Create a campus culture more appealing to under-represented students.

Strategies:

- Develop Diversity Recruitment/Retention Plan.
Proposed Actions:
 - ❖ Appoint planning steering committee.
 - ❖ Use under-represented alumni as recruiters at targeted high schools.
 - ❖ Enhance admission outreach to under-represented student college fairs.
- Create a comfortable on-campus environment.
Proposed Actions:
 - ❖ Improve the visibility of the Office of Multicultural Affairs both on and off campus by expanding its outreach efforts.
 - ❖ Solicit input from under-represented students, faculty, administration and staff.
 - ❖ Encourage and support additional student clubs and organizations.
 - ❖ Continue to diversify the faculty, administration, and staff.

Goal: Maintain the character of a residential campus.

Objectives:

- Maintain a 50% residential population in the day school.
- Increase residence hall capacity from 1420 to 1803.

Strategies:

- Expand existing facilities where possible.

Proposed Action:

- ❖ Evaluate reconfiguration of current assigned space.

- Acquire additional housing facilities.

Proposed Actions:

- ❖ Purchase additional properties in the immediate vicinity.
- ❖ Construct a new residence hall.

Goal: Increase the number of qualified students in graduate programs.

Objective:

- Increase graduate enrollment from 631 (fte) / 1465 (hc) to 786 (fte) / 1965 (hc).

Strategies:

- Conduct market research to identify the need for new graduate courses, certificates, or programs of interest to potential students.

Proposed Actions:

- ❖ Increase marketing efforts to reach larger audiences and to deliver marketing messages more frequently using a layered approach.
- ❖ Develop targeted marketing communication plan.
- ❖ Expand collaboration with extended campus partners.
- ❖ Expand collaborations between PDC and K-12 educators.
- ❖ Develop a graduate “view book”.
- ❖ Develop summer conference program.

- Develop additional alternative scheduling and course delivery options to attract a greater pool of potential students.

Proposed Actions:

- ❖ Clarify and coordinate distance education offerings.
- ❖ Evaluate current distance education offerings.
- ❖ Maintain tuition at current rates for a minimum of one year, and potentially two years.

Goal: Increase non-degree and non-credit enrollments.

Objective:

- Increase the number of students served through non-degree and non-credit programs.

Strategy:

- Focus on expanding collaborations in areas with the high potential including professional development courses, on-line courses, and certificate programs.

Proposed Actions:

- ❖ Streamline certificate approval process.
- ❖ Identify a centralized office to coordinate the offering of non-credit courses.
- ❖ Research non-credit offerings in the area.

Appendix A

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Planning Process

In fall 2003 President Robert V. Antonucci appointed the Planning Council, a newly established college-wide advisory committee. The Planning Council was convened and received its charge – to develop a long-range plan to guide institutional decision making for the next five years. Membership included nine faculty, seven administrators, three students, one librarian, and one staff member. (A list of the membership is attached as Appendix B.) The Council met approximately 20 times throughout the fall and spring semesters.

In addition to the Planning Council, five task forces – representative working groups made up of individuals with specific expertise and interest – were invited to develop action recommendations in the following areas: enrollment management, academic quality, campus resources, technology, and quality of the student experience. (A list of the members of each task force is attached as Appendix C.) All task force chairs served on the Planning Council and shared periodic progress reports.

Meetings of the Planning Council and the task forces were publicized in advance and open to the public. Minutes of all meetings were posted on the college's web site. The preliminary reports of the task forces were also posted on the web site and each task force held an open forum to present its recommendations to the members of the college community and to receive their feedback.

The Planning Council reviewed the final recommendations of the planning task forces and compiled an approved set of planning initiatives under the major themes of Academic Quality, Quality of Student Experience, and Increased Enrollment. These recommendations form the basis of the strategic plan which will be presented to the Board of Trustees following the recommendations of the All-College Committee.

Appendix B

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Planning Council - 2003-04

Roberta Adams	Professor, English
Vatche Arabian	Undergraduate Student
Simone Blake	Librarian
Stephanie Boucher	Educator Licensure Office
Terrance Carroll	Director, Planning
Lynn Champion	Assistant Professor, Exercise and Sports Science
Rebecca DiLiddo	Interim Vice President, Assessment/Institutional Research
Kimberly Faust	Associate Professor, Sociology
Michael Fiorentino (chair)	Interim Vice President, Academic Affairs
Petri Flint	Assistant Professor, Art
Sean Goodlett	Assistant Professor, History
Cheryl Groeneveld	Vice President, Finance/Treasurer
Gerald Higdon	Professor, Mathematics
Peter Hogan	Professor, Psychology
Steven Lanciani	Vice President, Facilities Management
Karen Frank Mays	Grants Development Coordinator
Amanda Parke	Undergraduate Student
Kathleen Simons	Vice President, Student Affairs
Sharon Stokes	Professor, Special Education
Michael Turk	Associate Professor, Economics
Laura Weideman	Graduate Student

Appendix C

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Enrollment Management Task Force - 2003-04

Jay Bry	Director, Campus Living/Associate Dean of Students
Cathy Canney	Assistant Dean, Graduate and Continuing Education
Lynn Champion (co-chair)	Assistant Professor, Exercise and Sports Science
Gary Dupuis	Undergraduate Student
Kimberly Faust (co-chair)	Associate Professor, Sociology
Pam McCafferty	Director, Financial Aid
Bonnie McCullough	Print Services Office
Lynn Petrillo	Director, Admissions
Michael Shanley	Director, Public Relations
Colleen Ward	Undergraduate Student

Academic Quality Task Force - 2003-04

George Babich	Professor, Biology
Dottie Boisvert	Dean, Graduate and Continuing Education
Elaine Francis	Interim Associate Dean, Education
Matt Germain	Undergraduate Student
Carol Globiana	Professor, Psychology
Laura Lawrence	Academic Affairs Office
Lindsey Meeker	Undergraduate Student
Kelly Morgan	Associate Professor, English/Theater
Shari Stokes (chair)	Professor, Special Education
Michael Turk	Associate Professor, Economics
Shirley Wagner	Associate Vice President, Academic Affairs

Campus Resources Task Force - 2003-04

Simone Blake (chair)	Librarian
Michele Caniato	Assistant Professor, Music
Mary Lynn Leary	Comptroller
Alicia Martinec	Undergraduate Student
Tullio Nieman	Director, Campus Center/Associate Dean of Students
Andrea Nykiel	Undergraduate Student
Michael Shanley	Director Public Relations
Beverly Tata	Facilities Office
Arthur Trenoweth	Director, Facilities
Susan Williams	Associate Professor, History

Appendix C (continued)

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Technology Task Force - 2003-04

Kevin Austin	Assistant Professor, Computer Science
John Bromback	Director, Management Information Systems
John Chetro-Szivos	Assistant Professor, Communications/Media
Clair Degutis	Staff Assistant, Training and Software Support
Jeff Godin	Assistant Professor, Exercise and Sport Science
Sean Goodlet (chair)	Assistant Professor, History
Cheryl Groeneveld	Vice President, Finance/Treasurer
Sherry Horeanopoulos	Staff Assistant, Technical Support Center
Randy Howe	Assistant Professor, Communications/Media
Ron McGuire	Library Media Specialist
Ian Murray	Lab Technician, Biology/Chemistry
Michael Nosek	Assistant Professor, Biology
Patrick Pho	Undergraduate Student
James Roger	Director, Information Technology Services
Joseph Turner	Director, Information Technology Support

Quality of Student Life Task Force - 2003-04

Jay Bry	Director, Campus Living/Associate Dean of Students
Christina Charron	Undergraduate Student
Danielle Corsino	Undergraduate Student
Erica Coyne	Undergraduate Student
Peter Daoust	Undergraduate Student
Petri Flint (chair)	Assistant Professor, Art
Sherry Horeanopoulos	Staff Assistant, Technical Support Center
Randy Howe	Assistant Professor, Communications/Media
Robert Hynes	Director, Counseling Services
Bobby Lavoie	Undergraduate Student
Sean Matthews	Undergraduate Student
Christine McCormack	Student Activities Office
Lindsey Meeker	Undergraduate Student
Anne Mrvica	Associate Professor, Communications/Media
Tullio Nieman	Director, Campus Center/Associate Dean of Students