

2004-09 Strategic Plan

Goals and Strategies to Enhance Academic Quality

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.

VPAA comments:

For FY05 20 full-time positions were filled (13 replacements, 5 ERP replacements, 2 new positions). For FY06 20 full-time positions were filled (16 replacements, 3 ERP replacements, 1 new position). For FY07 16 full-time positions were filled (14 replacements, 2 new positions).

- Establish campus-wide institutions to formalize communication.

VPAA comments:

In addition to his opening day meetings each semester the President holds “town meetings” periodically to provide opportunities to for open discussion of important initiatives and issues. He also uses email to communicate more immediately. The President, Vice Presidents, Associate Vice Presidents, and Deans hold weekly open office hours available to all constituents. The Vice President for Finance holds public forums on information technology, the budget, and the annual audit. The President meets regularly with union leadership and the officers of the SGA and twice a year the academic department chairs are invited to dinner with the Board of Trustees to increase the sharing of information.

- Systematize methods used to assess academic quality.

VPAA comments:

Academic departments address assessment of academic quality at the discipline level through the program review process. The ACT Alumni Survey was administered in 2004, the National Survey of Student Engagement and the College Board/ETS Academic Profile were administered in 2006. The purchase of the TK 20 assessment and reporting software will provide useful tools to record and analyze assessment data.

- Ensure that the core curriculum is relevant and effective.

VPAA comments:

The core curriculum was reviewed by the faculty and revised. The new curriculum passed the ACC and was approved by the President and the Board of Trustees. The director of AASCU was asked to review the curriculum and compare it to national trends. He saw it as comparable to what was occurring.

- Improve the academic program review process.

VPAA comments:

The external reviewers are doing on-campus program review visits again since faculty saw more value in these than the paper reviews which were used for a couple years. A summer committee of chairs looked at additional ways to increase the value of program reviews from the standpoint of the departments and have made some recommendations for change that have been approved.

Strategies:

- Establish an ACC Committee on Academic Quality.

Proposed Actions:

- ❖ Submit ACC proposal.

VPAA comments:

The Committee on Academic Quality has been established as a Special Committee of the ACC and began meeting in October 2006.

- ❖ Facilitate a dialog on academic quality issues including class size and student/faculty ratios.

VPAA comments:

The Academic Quality Committee has asked that this topic be included as an item for discussion during the spring semester opening day activities in January 2007.

- ❖ Encourage students to contribute to dialogs concerning academic quality.

VPAA comments:

Students will be invited to participate in the work of the Academic Quality Committee and any subsequent college-wide forums.

- Conduct discipline-specific and general outcome assessments.

Proposed Actions:

- ❖ Create a repository of academic assessment processes.

Assoc VPAA comments:

The assessment processes for majors are collected during the program review process. Any data that has been gathered by the departments using their assessment process is also reported in the program reviews. This information is currently maintained as documents on the Academic Affairs shared file.

The college purchase of TK 20 offers the opportunity for departments to move toward electronic storage of the assessment measurements that can more easily be accessed by the departments. Currently, all education programs are using TK20 in this manner. A plan to move assessment for all majors to TK20 is being developed.

- ❖ Administer value-added assessment tests/surveys.

Assoc VPAA comments:

The College Board/ETS Academic Profile was administered to a sample of freshmen in 2004 to establish baseline data prior to the implementation of a revised LA&S core curriculum.

- ❖ Administer graduate satisfaction surveys.

Dir IR comments:

ACT Alumni Survey was administered to bachelor degree recipients of class of 2004.

Dean SAL Comments:

RuffaloCody placement survey is being implemented November 2006.

Many departments have gathered data of their own which will be added to information for the college as a whole.

- ❖ Administer employer questionnaires as part of program review process.

VPAA comments:

Some departments do this but most collect employment readiness data through field supervisor's evaluations of internships, nursing clinicals, and student teacher placements.

- Review the LA&S curriculum.

Proposed Action:

- ❖ Convene LA&S Committee.

VPAA comments:

The Liberal Arts and Science committee met throughout the year. After an initial proposal was provided and largely rejected in October '05, the committee continued to meet through the fall and prepared a new and substantially altered proposal based on research of successful LA&S programs at other institutions. This was presented to the community via email and then an afternoon for review and discussion was conducted at the beginning of the spring semester. Based on this feedback, the committee refined the proposal and presented it to the ACC. The proposal was approved by the ACC Curriculum Committee in April and by the ACC in May.

A subcommittee of the LA&S committee met over the summer to begin assessment planning, and this has been the focus of the full committee thus far this semester. An assessment plan will be submitted by the end of this semester.

- Engage the campus in the development of a comprehensive annual academic plan.

Proposed Action:

- ❖ Establish steering committee.

VPAA comments:

The VPAA began work with the department chairs on the Comprehensive Academic Plan in 2005-2006. In January 2006, there was a half-day retreat that reviewed the strengths and weaknesses of each program. In early spring, a prototype document for a Comprehensive Academic Plan was distributed to the chairs. During the summer, a sub-committee of the chairs met to further academic planning and made recommendations to all the chairs about major concepts that need inclusion in the document. This work is continuing in fall 2006.

- Establish a linkage between resources, necessary course offerings, and faculty hiring.

Proposed Action:

- ❖ Provide opportunities for community input into budgetary decisions.

VPFAAS comments:

During the budget process, each Vice President meets with key staff to discuss funding needs and requests.

- Develop a mechanism to assess the leadership mission.

Proposed Action:

- ❖ Conduct open forum on leadership mission.

VPAA comments:

A proposal to the ACC that identified the format for this discussion was passed in 2005. The office of Academic Affairs is charged with doing additional work on this. The Leadership Academy Honors Program is doing its self-study in preparation for the March review by the BHE of all honors programs that grant commonwealth scholar status.

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

Objective:

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

Assoc VPHR comments:

The HR department made significant progress toward being viewed as a provider of professional development and training programs for administrators and staff. Expanding upon the program started in 2004, the 2005 goal was to develop and implement a series of learning opportunities for administrators and supervisors focusing on key aspects of personnel management including employment law, documenting employee discipline, performance evaluations, the elements of goals and objectives, customer service, successful hiring practices, payroll procedures, and teamwork. The 2005-2006 Learning Opportunities Program was immensely successful. More than 15 professional development opportunities were offered to assist faculty and staff in upgrading and or refreshing skills in personnel management, faculty /staff hiring practices, business writing and publication, conflict resolution, and various computer applications.

Dean GCE comments:

In September 2006 Graduate and Continuing Education provided a meeting for full-time and adjunct faculty who teach through GCE which included 6 different professional development workshops (i.e. Developing Effective Syllabi, Blackboard as Traditional Class Support, Pod casting and Video Streaming, Developing an Online Course, Using Smart Classrooms, and Active Learning).

Strategies:

- Promote on-going professional development through financial and material support.

Proposed Actions:

- ❖ Renew computer-based training technology.

VPFAAS comments:

Continue to pay the annual renewal cost for Element K, a web-based training tool for faculty use, which will be promoted in the new faculty center.

- ❖ Re-establish the Faculty Excellence in Teaching Center.

VPAA comments:

The Faculty Center for Excellence in Teaching has been re-established and re-defined under new leadership. The Center has newly constructed space in the heart of the library to make it easily accessible and available during the hours of library operation.

- ❖ Coordinate resources in support of Strategic Plan and academic plans.

VPFAAS comments:

Part of the budget timeline each year allows an opportunity for all college areas to request funding for specific projects that are in conjunction with the Strategic Plan.

- ❖ Encourage and reward personal initiative to refresh/acquire job-related qualifications, knowledge and abilities.

Assoc VPHR comments:

Individual departments are encouraged to provide release time for employees to attend on-site skill building workshops and seminars. Because the benefit covers tuition costs, many employees are taking classes toward degree attainment at FSC or other Massachusetts state colleges and the university through our tuition waiver program. Administrators, staff and faculty are rewarded with additional compensation for the completion of additional degrees.

Dean SAL comments:

All members of the SAL unit are attending at least one HR professional development session during 2006-07. During 2005-06 all unit members attended sessions.

- ❖ Continue open forum discussions regarding finance related issues.

VPFAAS comments:

The Assistant Vice President of Finance and the Director of Procurement facilitate the biannual Financial Procedure Open Forum discussion group for college community members. Additionally, there are opportunities for individual and group training on budgets, on-line requisitions, and reporting.

- ❖ Increase the number of graduate courses taught by full-time faculty.

VPAA comments:

Full-time faculty can teach graduate courses as part of day load or for additional compensation. Each department submits their recommendations for courses taught as part of day load. No requests have been denied.

- ❖ Publicize information about faculty excellence.

Exec Asst comments:

The addition of a public relations specialist to the External Affairs office has allowed for increased focus on faculty accomplishments. In addition, faculty members now have the option of informing the PR office of events/accomplishments via a newly developed web form.

Dean GCE comments:

Graduate and Continuing Education began producing a newsletter in fall 2005 which it plans to publish 3 times per year. Each edition will profile a faculty member to help highlight the expertise and accomplishments of our faculty.

- ❖ Increase required course assignments to support library use.

VPAA comments:

The Library has a faculty advisory committee which will address this issue

- Develop campus-wide understanding of academic advising systems.

Proposed Action:

- ❖ Include emphasis on advising skills in the faculty hiring process.

VPAA comments:

The Council of Presidents and the Board of Higher Education have established a state-wide committee on advising. National best practices in advising are being identified and considered for local implementation.

Dean SAL comments:

The Dean's office revised and distributed an advising reference set to all faculty and departments. Academic Advising office and the Dean presented advising information at a session dedicated to advising to all new faculty as part of the new faculty orientation.

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

Objective:

- Enhance teaching/learning facilities.

VPFAAS comments:

In the summer of 2005 IT replaced 50 Communications Media lab computers. In the summer of 2006 IT replaced all teaching lab computers.

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

VPAA comments:

The library's collection of electronic databases and full text articles on-line has increased significantly in the past three years.

Strategy:

- Renovate/modernize core academic buildings.

Proposed Actions:

- ❖ Advocate for full funding of BHE “Strategic Capital Priorities”.

VPFAAS comments:

Through the Council of Presidents, the Chief Academic Officer and the Chief Fiscal Officer, various constituents are contacted for advocacy.

- ❖ Add technology enhanced mediated classrooms.

VPFAAS comments:

Since July 2005, 18 additional classrooms have been mediated. IT is on track to add 16-18 more by August 2007.

- ❖ Create or retrofit existing classrooms to accommodate seminar-style learning as well as enhance accessibility.

VPFAAS comments:

Efforts across campus continue in earnest with 5 additional seminar-style learning classrooms being added annually.

Assoc VPAA Human Resources comments:

The college continues to provide an assistive technology lab for students with special needs.

- ❖ Increase funding for library acquisitions and facility upgrade.

VPAA comments:

Library flooring, lighting, furniture, classrooms, and elevator have been upgraded since 2004. A priority has been placed on access to online library materials in lieu of printed materials.

- ❖ Improve connections between the library, IT services, and departments.

VPAA comments:

The Library staff and IT are working to better link library data bases to the Banner system.

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.

VPFAAS comments:

FSC is making progress on catching other state institutions by expanding wireless, rolling out 24x7 help desk, upgrading lab and classroom technology, and eliminating inefficiencies in the infrastructure.

Strategies:

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

Proposed Actions:

- ❖ Establish a Faculty Technology Teaching and Learning Center.

Dean GCE comments:

An oversight committee for the faculty center was convened in October '05. A call was put forth to select a new faculty center director. Sean Goodlett was selected to fill this position. The proposed faculty center was joined with a proposal for a center of educational technology. The center committee under Dr. Goodlett's leadership approved plans for a center to be developed in the library and work was done over the summer and into the fall '06 semester. Through an extraordinary request grant, the center is being outfitted with advanced pedagogical technology. It is already being used on a regular basis for faculty and technology presentations. In addition, two half-time positions have been attached to the center. Jerome Favata spends half his time now in the center to provide technical support. Claire Degutis has been hired on a half-time basis to provide pedagogical-technical training.

- ❖ Upgrade Learning Management Systems.

VPFAAS comments:

This task was completed in 2004 with additional upgrades being developed to bring the LMS system to enterprise standards of redundancy and fault tolerance.

- ❖ Implement laptop computer initiative.

VPFAAS comments:

First year of laptop program started fall 2006. FSC is the only state college to support a dual platform program.

Dean EM Comments:

Financial aid was used to mitigate potential financial burden on students.

- ❖ Continue desktop computer replacement program.

VPFAAS comments:

Computer replacement is on track. 30% of faculty received new laptops this year. Remaining 70% of faculty will receive laptops in summer 2007. Rolling 4 year replacement of staff computers will begin in summer of 2007. 95% of lab computers have been replaced or are less than 4 years old.

- Provide secure and reliable computing and communication access.

Proposed Actions:

- ❖ Increase internet bandwidth.

VPFAAS comments:

Internet bandwidth has been increased from a combined 9.9Mbps to 25Mbps. Monitoring technology is in place so that incremental increases can be made at the appropriate times.

- ❖ Construct partially wireless campus.

VPFAAS comments:

All academic buildings and most common areas have wireless access.

Goals and Strategies to Improve the Student Experience

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.

Dean SAL comments:

Programming levels increased during the period with activities distributed throughout the day and evening hours as well as weekends. Distinct cooperation and partnership with other areas as Recreation Services, Resident Life, Athletics, SGA and Center Stage will promote broader programming opportunities. The fall FYRE [First Year Resident Experience] program was implemented in Aubuchon Hall.

- Increase student participation in daytime activities.

Dean SAL comments:

Have made a concerted effort to advertise activities and promote participation in events and activities through electronic notification, web site and use of the video information channel on campus. This year there was a significant increase in events as the Red Cross blood drive, mental health screening day, and alcohol awareness week as well as increased participation in evening events.

- Involve commuter students more fully in campus life.

Dean SAL comments:

A focus on commuter students has been implemented. Activities include the resurgence of the SGA commuter board, separate communication with commuters for all Academic Success, Athletic and Recreation, Student Activities and Student Support areas. Events have been hosted at the Civic Center parking area including Commuter Appreciation Week and Alcohol Awareness Breakfast. There has also been distribution of information regarding areas services that would be of interest to traveling students.

- Increase student participation in recreation and leisure activities.

Dean SAL comments:

In summer 2006 an Associate Director of Recreation Services and a Staff Assistant were hired. They have reviewed all policies and operations of the Recreation Center, updated equipment, added structured activities and classes, and increased use of the pool and fitness center. A full program of intramural team activities has been implemented and interest and participation by teams has increased.

- Increase the level of satisfaction with services provided by student support departments.

Dean SAL comments:

All areas of Student and Academic Life have evaluative surveys as part of their service practice. These include the Academic Advising Center, Peer Tutor Center, Placement Testing,

Career Services, Counseling Services, Health Services, Athletics, Recreational Services, Expanding Horizons program and the Multicultural Student Services area. Monthly reports are submitted regarding activities and related information. A year end report includes evaluation information. In general, the comments and information provided by students using the services have been very positive. The information is reviewed regularly to improve services.

- Improve the appearance and functionality of student co-curricula activity centers.

Asst VP Admin comments:

Improvements have been made to the following areas:

The G-lobby area in Hammond has new tables, chairs and carpeting;

The Thompson Hall Lobby has been re-furbished and has new tables, chairs and carpeting;

Holmes Dining Hall has been completely re-furbished (\$7.2 million project);

Elliot Athletic Field has been completely re-furbished (\$5 million project).

- Increase level of satisfaction with personal safety and security.

Asst VP Admin comments:

In the fall of 2005, Fitchburg State College developed an RFP for a campus-wide security analysis. James L. Johnson Associates, Inc. was selected, and began working with the college to assess the current state of security on the FSC campus and to develop a comprehensive, phased plan for making improvements to campus security. Johnson Associates, Inc. completed a site visit in February 2006 that included focus groups with faculty, staff and students, and made return visits later in the spring. A preliminary draft of the report was submitted to the College in the spring and we are now in the final revision stages.

In addition to completing the analysis, many of the recommended high-need issues are already being addressed; a) we have hired a company to complete a lighting survey, so that we can upgrade lighting to a consistent high-level standard, b) we have continued with electronic lock installations in the residence halls, and Mara Village is now completely card access c) more on-line lock systems are being deployed throughout campus, including the recent installation at the McKay school, and 4) we are currently working with Campus Police and designers to develop an updated dispatch center which will support expanded functions to include event and CCTV monitoring.

- Improve parking, food services, and other campus amenities.

Asst VP Admin comments:

The Holmes Dining Center renovation was undertaken, and is now largely complete. This renovation dramatically improved the look and feel of the dining and food service areas, while also improving food preparation and disposal areas. Student and staff reaction to the redesigned space has been overwhelmingly positive. This renovation also included upgrades to the physical plant systems to support air conditioning. Finally with the incorporation of new entrances, the building is now much more accessible to limited-mobility students and other users.

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.

Dean SAL comments:

Major events and entertainers have been hosted on campus the last two years. Additional events are being explored by the SGA Student Programming Committee. They attended a major conference for events, acts and entertainers last February, and are attending again this year.

- ❖ Expand Volunteer Center opportunities.

Dean SAL comments:

The Volunteer Center has been providing a range of opportunities for student and staff. They have also hosted events as the Red Cross blood drive, park clean up activities, etc. Expansion of the Center to provide opportunities for volunteering and civic engagement is being explored in cooperation with the Executive Assistant to the President to provide more campus wide community involvement.

- ❖ Continue efforts with neighborhood groups to improve community relations.

Exec Asst comments:

- ❖ Increase student involvement in outdoor recreation program.

Dean SAL comments:

There have been additional outdoor recreation activities earlier in the fall. They included use of the “ropes course”, organized Friday hikes in local venues and canoeing and white water activities. The staffing of the recreation center was completed mid-summer and activities were implemented. This will continue based on community interest in the spring.

- ❖ Expand the intramurals program.

Dean SAL comments:

The Intramural program has been expanded and has experienced resurgence in the number of teams and regular participation. A concerted effort to promote the area was implemented with direct recruiting and information sessions in the residences, dining hall, Campus Center and the Civic Center.

- ❖ Create health club atmosphere in the Recreation Center.

Dean SAL comments:

A number of improvements have been made to make the atmosphere more similar to a health club. Policies have been revised or eliminated to make it more user friendly, staff has been increased and trained regarding procedure and customer service, there has been better

relations with outside groups requesting usage, a plan has been established for better maintenance and cleanliness, and a regular equipment replacement plan is in development.

- Provide expanded access to student support departments.

Proposed Actions:

- ❖ Establish criteria for determining recommended levels of staffing.

Assoc VPHR comments:

Each position vacancy, prior to refilling is examined in terms of the long term goals of the department. As such, many positions have been redefined or reassigned to departments with greater need. An affirmative action Management Action Plan is in place to help the College to monitor and achieve its employment diversity goals.

- ❖ Review student support service hours of operation.

Dean SAL comments:

Service hours have been reviewed in various areas. Feedback from students and previous experience indicated very mixed results for simple expanded hours of operation. What has been implemented this year is a customer/individual approach to services. For example, areas offer extended time during peak times in the term. This is evident in the Advising Center during the advising time period and in Counseling Center during stressful times in the term. Another approach has been to meet student's needs individually within their schedule. For example, peer tutors can provide service at any time that fits both schedules, this includes evenings, weekends, mid-day, etc. This individual approach, while time intensive, seems to be effective. We have experienced an increase in service requests and provision earlier in the term.

- ❖ Improve access to open laboratories.

VPFAAS comments:

Although open computer labs remain available for student use, a re-examination of need is being conducted because a newly launched student laptop program is providing a solid advantage to address student computer lab access issues.

- Assess student satisfaction with services provided and respond to identified concerns.

Proposed Action:

- ❖ Select assessment instruments and establish assessment cycle.

Dean SAL comments:

Assessment is ongoing in the SAL areas. Rather than select one assessment tool to be used regularly, individual evaluation surveys are used in each area. The cycle is ongoing. Information is reviewed monthly to identify trends and implement changes. Overall results are reviewed annually in June and changes are proposed and implemented the next term. Student engagement on campus is assessed on a cycle implemented by the Institutional Research Office.

The Office of Campus Living has been doing a national survey with residence hall students since 2000 that provides feedback on the needs students perceive and have led to changes in facilities design and renovation.

- Enhance physical plant through the development of a comprehensive Master Plan.

Proposed Actions:

- ❖ Establish Facilities Master Plan Committee.

Asst VP Admin comments:

We have been working with DCAM, BHE and Chan Krieger Associates to complete the Master Plan. A workshop is planned for November 13 when plans will be finalized.

- ❖ Upgrade athletic fields.

Asst VP Admin comments:

The athletic field was opened for full use beginning in October 2005. This included a new artificial turf field that is permanently lined for football, soccer, lacrosse, and field hockey; a new running track, and bleachers with a press box. The press box consists of four sections, a visitor coach's box, home coach's box, press box and the President's box. Also included in this project were upgrades to the locker room showers and the addition of a trainer's facility, and upgrades to the bullpen for the baseball field to meet NCAA standards. Finally, this project included a walkway connector to the Civic Center parking lot, to make the fields more accessible from the parking area.

- ❖ Include all stakeholders in open review of Hammond Center renovation proposal.

Asst VP Admin comments:

The first phase of the Campus Center renovation has been started and the drawings are at the DD level, approximately 35%. As the project progresses, meetings will continue to be held with all stakeholders to review the scope of the project.

Dean SAL comments:

Last year all staff in the SAL area met with Facilities staff and representatives from the state regarding physical location and layout of our service areas. Input regarding the services provided and the requisite needs of each area was provided. A tentative plan was established and is included in the overall plan for the campus.

- ❖ Transform Information Desk to Information Center.

Dean SAL comments:

This has been completed.

- ❖ Expand/relocate Games Room.

Asst VP Admin comments:

The expansion or relocation of the Game Room is being considered as part of the larger Hammond Center renovation plan.

❖ Relocate college Bookstore.

Asst VP Admin comments:

The bookstore relocation is being considered as part of the larger Hammond Center renovation plan. Initial plans suggest moving the bookstore to the lower level of Hammond in the space where the mailroom is now located. This would position the Bookstore at the newly constructed main entrance to the Hammond Center, and would also support an open lay-out for the display of bookstore merchandise.

❖ Co-locate Health Services and Counseling.

Dean SAL comments:

This has been discussed and will be revisited as the Master Plan unfolds on campus.

❖ Relocate Disabilities Services.

Asst VP Admin comments:

The relocation of the Disability Service Office was completed during 05-06 as part of the Hammond 3rd floor space reallocation.

❖ Modernize Condike Science.

Asst VP Admin comments:

In 2006, the college began a study for a new or renovated science building. The study by CBT was recently submitted to DCAM. The new science building will include a renovated Condike Science building addition that takes over part of the Condike parking lot as well as the space occupied by the Parkinson Gym.

❖ Relocate Admissions Office.

Asst VP Admin comments:

With decisions finalized for the placement of the science building and the relocation of Materials and Management/Grounds to the Service Center at Klondike Avenue, plans can now proceed for renovation of the Anthony building, and would allow for moves for a number of campus offices, including Admissions.

❖ Continue renovation of Anthony; relocate Materials Management and Grounds.

Asst VP Admin comments:

The College worked during the last year to secure the new warehouse facility on Klondike Avenue. Plans are being finalized by the architect and IT to prepare the facility for multiple users. Materials Management is the first department slated for relocation to the warehouse, which is anticipated for November 2006, to be followed by Grounds. Print Services is also scheduled to move to this location by January 2007, with continued phased relocations in the

coming months. These relocations, in addition to the finalization of the master plan, will allow us to begin moving forward on the Anthony renovation.

- ❖ Decide on future function of Parkinson Gymnasium.

Asst VP Admin comments:

The Parkinson Gymnasium will be demolished in order to create space for the construction of an expanded and renovated Science Building.

- ❖ Transfer the ownership of building at 533 Main St.

Asst VP Admin comments:

This building was sold in September of 2005.

- ❖ Establish renovation schedule for faculty offices.

Asst VP Admin comments:

During the last year, Miller offices were painted. In addition, plans are under design for improvements to Percival offices, and, in the meantime, faculty has been relocated out of basement offices in Percival. Also under study is the renovation of the Thompson nursing department offices.

- ❖ Repair campus tunnel system.

Asst VP Admin comments:

A structural survey of the tunnel system was completed during the last year and resulted in a determination that the Percival and Miller tunnels be used exclusively as service tunnels. (e.g. electrical, energy and technology lines).

- ❖ Improve HVAC systems in classrooms, meeting rooms, and auditoria.

Asst VP Admin comments:

No updates are available at this time.

- ❖ Improve campus signage.

Asst VP Admin comments:

Extensive updates to campus signage have been completed. The exterior/outdoor signage updates are approximately 90% complete, and include: replacement of all parking lot signs, purchase and installation of landmark directional signs (such as those near the Gateway plaza), purchase and installation of secondary entrance signs (Green & North, Highland & Pearl), installation of visitor and reserved space signs, replacement of the exterior banners hanging at the Recreation Center. Several more exterior signage projects are being finalized in the coming year, including handicapped parking spaces, landmark directional signage at McKay, secondary entrance signs at Athletic Fields and Service Center, and an LED message board for the Civic Center.

The interior signage improvements are just getting started, but some small projects have been completed in Thompson with restroom/handicapped signs. Pending installations include completion of Thompson lobby signage, Sanders hallway and President's suite signage. Interior signage improvement efforts will be the next phase toward project completion.

- Improve administrative computing and communication infrastructure.

Proposed Actions:

- ❖ Maintain/upgrade college administrative systems and network infrastructure.

VPFAAS comments:

Most administrative and academic servers have been consolidated into new servers covered by full 4 year warranties. The remaining servers have been outsourced to hosted locations. The network infrastructure has had very little work done on it other than the addition of wireless but is slated for a complete overhaul in late spring, 2007.

- ❖ Expand one-card usage.

VPFAAS comments:

The One Card electronic pass key serves double-duty as building access and as an ID for students and staff. In addition, the One Card provides access to the library, recreation center, labs and rooms, the on-campus Pub and, with funds added, can be used as a debit card for various campus purchases, including Chartwells meal plans, printing, postage, copying, vending machines, and College Bookstore.

- ❖ Establish technology security and privacy protocols.

VPFAAS comments:

All web services have been upgraded to SSL security to protect user's data being transmitted to and from the web servers.

- ❖ Evaluate and upgrade telephone systems.

VPFAAS comments:

Telephone system has received several major upgrades to include voicemail, digital circuit support, VoIP support, unified messaging, and voice recognition to bring the phone system up to full Y2K compliance.

- ❖ Install information kiosks.

VPFAAS comments:

16 informational kiosks have been installed or updated to date. Additional kiosks are planned in areas that will be renovated in the future.

- ❖ Centralize library equipment checkout.

VPAA comments:

This was completed in 2004.

- ❖ Pursue paperless future via Banner solutions.

VPFAAS comments:

The Finance Office continues to pursue and implement reduced paper initiatives provided that no compromise to internal control and audit requirements occurs.

Dean EM comments:

Xtender Solutions in Banner version 7.0 will be reviewed for the Office of Financial Aid. The Registrar's Office has completed phase I of a scanning project. All pre-Banner records have been scanned onto CDs and are viewed via a new desktop software solution. Phase II will result in all remaining paper records (i.e. those belonging to students that exist in Banner) being scanned and attached (via Xtender solutions) to the Banner record. The Admissions Office is completing the pilot phase of electronic graduate application review. Work Flow will be implemented to further facilitate this process.

- Increase sense of safety and security.

Proposed Actions:

- ❖ Implement proactive safety and security measures.

Exec Asst comments:

An additional dispatcher has been hired, all officers will soon be fully certified by the state, and a new building entry system is being implemented.

- ❖ Increase visibility and access of Campus Police Officers.

Exec Asst comments:

Additional call boxes have been installed, and officer patrols, both on foot and in vehicles have been increased.

- ❖ Purchase a 4x4 vehicle for Campus Police.

Exec Asst comments:

Vehicle has been purchased and will be in use for the coming winter.

- 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.

Asst VP Admin comments:

No updates available on this project.

- Improve parking.

Proposed Actions:

- ❖ Increase parking capacity.

Asst VP Admin comments:

The College has been actively working to secure property adjacent to the campus which will increase the parking capacity. Specifically there are two houses, one adjacent to the Ross Street lot, and one adjacent to the Holman lot, for which purchase is underway. Once these purchases are completed, the structures on these properties will be razed and additional parking will be added to these lots. Two properties on Congress Street will also become available for parking. Also, through an agreement with MART, faculty/staff and students have been offered the option of guaranteed parking at the Fitchburg Commuter Rail parking structure. 100 of these spaces were offered to the FSC community beginning in May of 2006.

- ❖ Create office of Parking Services.

Asst VP Admin comments:

Parking Service administration was moved to the Campus Living office during the spring of 2004, which coincided with the launch of our new parking software. Campus Living staff manage the functions of permit ordering and sales and citation payment collections, as well as updating parking rules and regulations, documents, and the lot maps. Current efforts are underway to create a unique parking identity, by moving parking information away from Campus Police to Campus Living. Updates have already been made in the College catalog and the student handbook and a new parking web-site is being created and is expected to be launched this year.

- ❖ Conduct study of vehicular traffic patterns.

Asst VP Admin comments:

This study has been postponed to a future date.

- ❖ Expand van service for campus community.

Asst VP Admin comments:

Due to the increased demand for parking throughout the campus, the College contracted with MART to increase the hours of service and increase the number of shuttles providing service during peak periods. The determination of hours and peak periods was based on the results of ridership level documentation. Last year, shuttle hours were extended to last until 8:30 p.m. M-Th (previously the shuttle stopped at 6:30). In addition, a second shuttle was contracted to provide service during peak periods (mornings and early afternoons) during the week. Also, with the MART garage parking now being offered, the shuttle has extended its route to this new location.

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

Objective:

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

Dean SAL comments:

Student Activities, Career Services and the Tutor Center staff have made a concerted effort to outreach to academic departments to provide assistance and develop programming to compliment and interface with departments. Sponsorship of the faculty movie/theme series, seminars on constitution day and a series of discussions led by alumni through career services are examples of new efforts.

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.

Dean SAL comments:

We have begun this process with the new Director of Resident Life that came on board this fall. There are plans to implement some initial ideas in the spring 2007 term. There has been successful participation by students in the revised FYRE program this fall.

- ❖ Encourage the ACC Student Affairs Committee to become a proactive body.

Dean SAL comments:

This has been identified to them as well as the SGA. In combination, the groups are identifying the needs and concerns of the student body and forwarding information and potential solutions. The ACC standing committee has been established for the year, has a full compliment of active participants, and is ready to also receive proposals via the ACC.

- ❖ Establish an advisory committee on co-curricular life.

Dean SAL comments:

A formal advisory committee has not been established, but will be for spring term. In the interim there have been developments regarding co-curricular life. There is now a faculty advisor to the SGA which involves the student programs committee. The Athletics department is working with the EXSS department to establish an alternative to the Health and Fitness course for athletes and those involved in a formal fitness program. The Tutoring Center and Career Services has been working directly with departments on events and initiatives. There is a sub-committee of members of resident life, athletics, recreation services and student activities working on cooperative activities with academic areas.

Goals and Strategies to Increase and Diversify Enrollment

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).

Dean EM comments:

Enrollment numbers for the undergraduate day population have exceeded the goal each year of the strategic plan. An overall increase in undergraduate enrollment of 9.3% has been realized.

- Increase undergraduate new student enrollment from 1108 (hc) to 1407 (hc).

Dean EM comments:

NB: the above numbers include non-degree seeking new students. The degree seeking new student enrollment goal is to increase from 969 to 1307. To date, we have fallen short of the strategic plan but still realized an increase of 11.8% in new student undergraduate enrollment.

- Improve the freshman graduation rate 3%, to achieve an overall graduation rate of 47%.

Dean EM comments:

The most recent six year graduation rate (entering class of 2000) is 51%

Strategies:

- Increase inquiries, applications, and yield of qualified applicants.

Dean EM comments:

Since fall 2003, we have seen a 10.3% increase in accepted students. For fall 2003, the completed application to acceptance rate was 64.3%, the accept to enroll rate was 39.4% and the completed application to enroll rate was 25.4%. For fall 2006, the completed application to acceptance rate was 70.2%, the accept to enroll rate was 40% and the completed application to enroll rate was 28%.

Proposed Actions:

- ❖ Create early outreach to high school freshmen, sophomores, and juniors.

Dean EM comments:

This remains to be done.

- ❖ Create outreach programs to high school guidance counselors and community college transfer counselors.

Dean EM comments:

We participated in the Council of Presidents' guidance counselor breakfast fall 04 and 05, and offered to host 06 and fall 07. We hosted the College Board guidance counselor fall workshop fall 04, 05 and 06; plan to continue to host this event. Invited guidance counselors to attend special programming during open house events fall 04 and 05; but had low turn-out. Staff volunteer at local high school financial and admission nights. Specific territories/high schools are repeatedly assigned to the same counselor in order to establish strong relationships fall 05 and 06. We developed a guidance counselor web page on the admissions web page fall 06. We developed new posters to announce pending high school visits beginning fall 05. We increased on-site decision days for fall 04, 05 and 06. We developed Alumni Mentoring Transferring program in conjunction with MWCC for fall 05 and 06.

- ❖ Update existing and create new transfer articulation agreements.

Dean EM comments:

This is done. We also reviewed all Joint Admission Programs and Education Compacts. We posted community college course articulations on the admission/transfer web page.

- ❖ Examine, and where appropriate, revise transfer credit policies.

Assoc VPAA comments:

Fitchburg State College, Worcester State College, Mount Wachusett Community College and Quinsigamond Community College have had an annual articulation summit each spring where the chairs of departments from each college meet and discuss transferability of courses.

- ❖ Create a systematic Admissions communications plan that includes use of email and the internet as the primary method of contact.

Dean EM comments:

This is done. Added pod cast fall 05. Added instant messaging fall 06

- ❖ Administer College Board ASQ+ survey.

Dean EM comments:

This was done in spring 05.

- ❖ Develop guidance counselor survey.

Dean EM comments:

Collected contact data spring 05 and 06 in order to build database. Survey has not been done yet.

- ❖ Provide quality visit opportunities for prospective students.

Dean EM comments:

Over the past three years, we have added a significant number of visit opportunities and revised the Open House events. Saturday Information Sessions (SIS) were begun in January of 2006. We now offer SIS December through May, every other weekend. The program consists of a comprehensive admissions presentation and a campus tour. We have also added Friday at Fitchburg (FAF) to our offerings. FAF provides a weekday visit opportunity to prospective students. The program consists of presentations by admission and financial aid, academic department visits, campus tours and lunch. Open House events have been revised to present a comprehensive view of FSC. The program begins with a student services/academic department fair, followed by admission/financial aid/ and student life presentations. Academic department presentations, a campus tour and lunch finish the day. We have also added the President's Reception for Accepted Students. This has occurred since April of 2004 and provides a fair-like presentation of the college to prospective students.

- Develop a comprehensive College Marketing Plan.

Proposed Actions:

- ❖ Appoint marketing steering committee.

Exec Asst comments:

A marketing committee is in place.

- ❖ Compile historical data on programs, courses, and enrollments.

Dir IR comments:

Summary reports of enrollment by term, program, and course are available for the previous five academic years.

- ❖ Contract with an external vendor to complete market analysis.

Exec Asst comments:

This has been completed as part of the development of a marketing plan.

Dean GCE comments:

The Graduate and Continuing Education Office has contracted with Compass Knowledge Group to complete a market analysis for the potential of offering the college's MBA program online. The vendor's contract was extended beyond a market analysis to include the College's readiness to launch such a program.

- ❖ Target programs for growth that have both capacity and a good potential market.

Exec Asst comments:

Target marketing is used widely by graduate and continuing education.

- ❖ Pervade targeted markets, set benchmarks, and evaluate effectiveness.

Exec Asst comments:

The nature of the College's advertising is aimed at the entire state. Benchmarks are represented by enrollment increases in both graduate and undergraduate divisions. Enrollment has been increasing.

- ❖ Update the College web site including academic program web pages.

Exec Asst comments:

This task has been largely completed.

Dean GCE comments:

The academic department web pages were updated so that each program page has consistent information. Headings on all departmental web pages, include, "Meet our Faculty", "Graduate Programs", "Undergraduate Programs", and "Department Maintained Web Site".

Under the under graduate and undergraduate programs sections, the College produced departmental brochures are provided for consistency.

- ❖ Expand branding efforts.

Exec Asst comments:

Branding has been expanded to a variety of areas, including signage and tighter control of publications.

Dean EM comments:

Applied consistent look to all publications and extended the admission style to all campus publications (e.g. orientation booklet). We returned to using College colors for admissions marketing materials.

- Create and control a college message about the city of Fitchburg and the region.

Proposed Actions:

- ❖ Work with city officials to upgrade surrounding neighborhood.

Exec Asst comments:

The College has purchased several dilapidated houses which will be torn down. In addition, plans for the final phase of redesigning North Street are underway.

- ❖ Collaborate with regional Chambers of Commerce to present positive image.

Exec Asst comments:

A number of members of the college community participate on boards or in Chamber activities. The president has been named co-chair of a marketing effort to promote the city.

- Create a centralized system of monitoring retention/graduation data under the auspices of one academic officer.

Proposed Actions:

- ❖ Assign retention responsibility.

VPAA comments:

The Director of Institutional Research will collect retention/graduation rate data and publish rates annually in the Institutional Factbook. The Dean of Enrollment Management will review retention/graduation trends to ensure that retention/enrollment goals are met.

- ❖ Re-establish the Retention Committee.

Dean EM comments:

Student Services work on retention and report efforts in this regard.

- ❖ Create a system of tracking and reporting student retention/graduation data.

Dir IR comments:

Tracking of undergraduate student retention and graduation rate is ongoing and reported in the Institutional Factbook.

- ❖ Identify “at-risk” students and intervene appropriately.

Dean EM comments:

Implemented the Noel Levitz College Student Inventory (CSI) summer 05. Fall 05 administered the survey, established a protocol for entering data into Banner and wrote reports to extract data and to perform summary review of data. Summary review indicated that the survey was effective for identifying at risk students. Survey was administered again in summer 06 and data will be disseminated to appropriate areas. Attendance and midterm grade reporting are now used to identify at-risk students. Letters are sent to students from the Dean of EM and reports are sent to department chairs and various academic support areas (Academic Advising, ACCESS, EHP, Disability Services.)

- ❖ Implement best practices in student retention.

Dean EM comments:

These will be discussed by the appropriate offices. The CSI will be important in this effort.

- ❖ 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.

Dean EM comments:

All registration activity now takes place with the Registrar’s Office and all financial transactions occur in Student Accounts (i.e. registration and payment/collection activities have been moved out of GCE.) The majority of registration activity occurs online via Self Service Banner (SSB.)

Goal: Enhance the diversity of the student body.

Objectives:

- Increase enrollment of under-represented students.

Dean EM comments:

Director of Office of Multicultural Affairs attended diversity recruitment fair with admission counselor fall 06. We are planning new event for winter of 2007 targeting urban high schools. Requested that DOMA develop culturally diverse campus/activities to which we can recruit diverse students. Specific events could be used as recruiting tools.

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

Dean SAL comments:

A new Director of Multicultural Student Services/ACCESS has been hired. The office has a new orientation and is in the process of implementing programming on campus and in cooperation with the City of Fitchburg. The office is also coordinating with the Admissions Office to provide follow-up and events on campus to attract and retain students.

Strategies:

- Develop Diversity Recruitment/Retention Plan.

Proposed Actions:

- ❖ Appoint planning steering committee.

VPAA comments:

No progress to report on this.

- ❖ Use under-represented alumni as recruiters at targeted high schools.

Dean EM comments:

No progress to report on this.

- ❖ Enhance admission outreach to under-represented student college fairs.

Dean EM comments:

Since fall of 2003, the admission staff has participated in an average of 4-5 minority recruitment fairs per year.

- 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.

Dean SAL comments:

This is currently in process with the reorganization of the office. A new Director has been hired as well as support staff. The Director is implementing the ACCESS programming with Fitchburg High School and is planning events for special visit days on campus for under-represented students.

- ❖ Solicit input from under-represented students, faculty, administration and staff.

Dean SAL comments:

This is being implemented by the Multicultural Student Services office.

- ❖ Encourage and support additional student clubs and organizations.

Dean SAL comments:

Last year five additional organizations were added or reactivated. This includes clubs and Greek organizations. Support for clubs is implemented by the SGA. A review of the budget indicated an appropriate percentage level of funding for clubs and organizations eligible for funding. Additional support for club fund raising efforts is provided for projects and activities that clubs want to implement but requires additional funding beyond what is available.

- ❖ Continue to diversify the faculty, administration, and staff.

Assoc VPHR comments:

The Affirmative Action Plan is now in place and is updated on an annual basis in accordance with federal regulations. Working with Thomas Houston Associates, we have completed a utilization analysis, workforce analysis and developed recommendations for programmatic improvements to realize HR goals. The results of each annual plan have been shared with the Human Relations/Affirmative Action Committee, and the executive staff plus some additional senior staff.

Goal: Maintain the character of a residential campus.

Objectives:

- Maintain a 50% residential population in the day school.

Asst VP Admin comments:

No new increases to the housing program have been added since the fall of 2004, when 28 beds were added with the acquisition of Cedar Street House, and 21 beds were added as part of the Russell Towers 3rd floor build-out project. Our total capacity is now 1,441. We continue to try to maximize the number of students who have access to living on campus, and have been operating up to 1550 spaces through expanded occupancy programs in the residence halls. This is slightly less than 50% of the total undergraduate enrollment, since enrollment has the ability to grow faster than new facilities can be funded and built.

- Increase residence hall capacity from 1420 to 1803.

Asst VP Admin comments:

See comments above.

Dean EM comments:

Increasing student enrollment of traditional students is dependent on being able to increase housing.

Strategies:

- Expand existing facilities where possible.

Proposed Action:

- ❖ Evaluate reconfiguration of current assigned space.

Asst VP Admin comments:

In order to maximize space, all rooms that can be occupied as triples and other temporary locations have been opened to accommodate housing demand. In addition, Resident Assistant rooms have been reassigned into singles where possible, to maximize the number of doubles that can be fully occupied.

- Acquire additional housing facilities.

Asst VP Admin comments:

The most recent expansion was with Cedar Street House, which the College began occupying in fall 2004. The College is now in the final stages of the acquisition process, and both a due diligence report and a facility audit have been completed.

An additional acquisition is being explored with a property on North Street that is in a condition to be converted into student apartments. This could not be supported during the current property acquisition process, but is still under consideration for future purchase. This property would add approximately 30 beds to the housing system.

Proposed Actions:

- ❖ Purchase additional properties in the immediate vicinity.

Asst VP Admin comments:

See comments above.

- ❖ Construct a new residence hall.

Asst VP Admin comments:

The College has continued to work actively with the Massachusetts State College Building Authority to obtain support and funding for new construction. Two years ago a Housing Demand study was completed, which provided evidence of demand for as many as 250 beds. Based on current enrollment growth trends, the campus is seeking to add 100 beds through the construction of two additional Mara Village buildings, with a desire of having this facility open by fall 2008. New construction is dependent upon the MSCBA reallocating existing bond funds from other state college housing projects to FSC, or the MSCBA obtaining approval to raise its bond capacity.

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

Objective:

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

Dean EM comments:

For the first two years of the strategic plan, graduate enrollment exceeded the strategic plan. For the most recent year (fall 2006) we fell slightly short of the goal but still have realized an overall enrollment increase of 18.4%. Also, established Graduate Recruiting Group fall 04 from which a number of new initiatives have resulted. We created a new graduate admission counselor position fall 06.

Dean GCE comments:

Graduate enrollments exceeded the targets in the strategic plan with 1679 (hc) in fall 2004, and 1687 (hc) in fall 2005. Fall 2006 enrollment was at 1736 (hc), within 30 of the target. Students in extended campus programs make up a large portion of our graduate students. Most of the extended campus students in these enrollments are not in degree programs but taking graduate courses as non-degree students for professional development.

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.

Exec Asst comments:

Marketing efforts have been expanded on the web, in print media and on radio.

Dean GCE comments:

Research is beginning through a review of data provided by the Council of Graduate Schools and a review of programs successfully offered by other colleges to determine potential areas for growth. New course offerings have already been added to serve existing and new students.

In fall 2005 beginning in August with ads, we returned radio advertising to the marketing plan which had been previously eliminated. In addition, we added newspaper advertising in the Peterborough Transcript to reach residents of southern New Hampshire. For the promotion of winter and spring 2007 semesters, newspaper ads will run in the Keene Transcript for additional outreach to this audience.

- ❖ Develop targeted marketing communication plan.

Exec Asst comments:

The College is following a marketing plan developed in conjunction with an outside consultant.

- ❖ Expand collaboration with extended campus partners.

Assoc VPAA comments:

The College has expanded its extended campus enrollments in the past two years. We also have improved our review of academic quality and discontinued one partnership because our standards were not met. The collaboration now includes more meetings with the partners, a schedule for the review of the faculty teaching in the programs, a rubric for the review of standards and a process for the review of on-line courses offered at the extended campuses which incorporates all on-campus standards and establishes a clearer timeline for the construction of these courses on blackboard as well as a fee for construction.

- ❖ Expand collaborations between PDC (now CPS) and K-12 educators.

Dean Educ comments:

The Center for Professional Studies is sponsoring monthly superintendents' breakfasts to identify areas of concern/need in area school districts and to provide professional development for superintendents. A recently retired and highly regarded superintendent serves as the College's liaison to this group. Annual breakfasts with principals and the Dean of Education have been increased from 1 to 3 meetings per year.

The College is sponsoring “Master mentor teacher” training for lead mentors in each of 25 partner schools. The mentors will receive a stipend for participating in workshops provided by FSC faculty. These K-12 teachers will serve as lead mentors in their schools, providing support to other mentors and information regarding FSC’s student teacher supervision processes.

- ❖ Develop a graduate “view book”.

Dean GCE comments:

A graduate view book was developed and produced collaboratively through the Office of Admissions and Graduate and Continuing Education. This view book replaced the graduate application previously provided. The view book allows the college to present an overview of graduate programs through text and pictures. The graduate view book design is similar to the undergraduate view book which facilitates the college’s branding efforts.

- ❖ Develop summer conference program.

Dean Educ comments:

The Center for Professional Studies is conducting a comprehensive needs assessment with area school districts to determine staff development needs. Three new on line courses will be offered in summer '07 to address needs already identified. In addition, expanded on campus offerings will be provided to address identified needs.

The Dean of Graduate and Continuing Education, the Dean of Education and the Director of the Center for Professional Studies have set as a major goal the offering of at least one major conference annually with a nationally known speaker in the field of education to highlight our largest and growing education programs. In March 2007 Rick Lavoie, a specialist in Learning Disabilities and author of a recent book on the subject will come to campus. A sell-out crowd of 350 is expected.

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

Proposed Actions:

- ❖ Clarify and coordinate distance education offerings.

Dean GCE comments:

In September '05 the position of Associate Dean of Graduate and Continuing Education was created on an interim basis and George Bohrer was selected to serve on an interim basis as well. A substantial portion of the responsibilities of this position is to oversee the college’s online position. Two strategies have been undertaken on this account. First, Dr. Bohrer works with those already developing programs and encouraging faculty to consider developing courses online. This semester he is attending departmental meetings to further this goal. Second, he has worked with the Technology Advisory Committee to evaluate new technologies and make recommendations for strategic acquisitions. An example is the Apreso classrooms that will be available for use in the spring 2007 semester.

A major action during the past year has been investigating how to effectively mount a successful online MBA program. The Compass Knowledge Group was retained as consultants to assess the college's capacity for accomplishing this goal, and visited the college in September 2006. Their report provides valuable information about what is needed to accomplish this goal.

In the spring 2006 semester, the half-time position of Coordinator of Distance Education was filled by Dr. Michael Leamy. Dr. Leamy has been very active in this role, both offering workshops on how to effectively use technology and in providing one-on-one support for faculty developing online courses.

In addition to providing more online course options, the Office of Graduate and Continuing Education has worked with departments to offer 8 week courses, weekend courses, as well as one and two week summer institutes.

- ❖ Evaluate current distance education offerings.

VPAA comments:

All on-line courses follow a review process that includes content evaluation and approval by the department chair and evaluation as an on-line course by the Assistant Dean of Graduate and Continuing Education. The college would like to increase its offerings and has used some courses from outside sources such as Mind Edge to further this goal. Compass Knowledge was hired to evaluate whether the college has the appropriate infra-structure and services for on-line program development.

Dean GCE comments:

A complete list of those courses that have been developed on-line at Fitchburg State College was compiled this semester. This will allow us to determine what we have created to this point, and so that we can make informed decisions about what should be developed in the future.

As many of the online courses that we do have on the shelf were developed over 10 years ago, a set of review and revision guidelines was developed in fall 2005. A technology package including pod casting technology is made available to faculty agreeing to this process.

- ❖ Maintain tuition at current rates for a minimum of one year, and potentially two years.

VPAA comments:

These were maintained for fall 2004. The Board of Trustees raised fees for fall 2005 based on the needs of the college for capital improvements and for funding portions of employee contracts. These remain in effect for fall 2006.

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

Objective:

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

Dir IR comments:

Non-degree student enrollments has increased from 933 (fall 2003) to 1114 (fall 2006).

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.

Dean GCE comments:

The College has offered several professional development courses online in collaboration with 2 partners, including several that were developed by Brine Consultants (education-related) and several developed by Mind Edge Higher Education, Inc.(business-related). The Office of Graduate and Continuing Education promoted several online non-credit business courses to the area business community.

- ❖ Identify a centralized office to coordinate the offering of non-credit courses.

VPAA comments:

We found it to be more effective to ask two offices to provide non-credit activities. The Office of Graduate and Continuing Education offers lifelong learning opportunities and has introduced 5-week courses for adult learners. The Recreation Center offers fitness related courses to the community.

- ❖ Research non-credit offerings in the area.

Dean GCE comments:

We are exploring additional non-credit course options that might be successful through partnerships with area businesses. Discussions have begun with Burbank Hospital about potential offerings in the area of Spanish language. A few new non-credit courses have been offered in life guarding and rape defense with little success.