



Board of Trustees Meeting

Tuesday, September 10, 2013 at 3:00 p.m.
President's Conference Room, Sanders Building
300 Highland Avenue, Fitchburg, MA 01420

Robert V. Antonucci

PRESIDENT

Briefing

TO: Board of Trustees

FROM: Dr. Robert V. Antonucci, President

RE: September 10, 2013 Meeting

OVERVIEW

We are ready to begin our series of trustee meetings for the new academic year. The university is off to another exciting start and the campus is buzzing with positive energy. We held a host of events for new and returning students, parents, faculty, librarians, and staff. The campus looks beautiful and we are looking forward to another great year. The Science Center open house will be held at the conclusion of the board meeting and all are welcome to attend.

Parking will be reserved in the Sanders Lot.

AGENDA

- I. Call to order by Chairman Carol Vittorioso
- II. Public Comments
- III. The minutes of the April 30, 2013 meeting are presented for consideration and approval
- IV. Review FY2013 president goals and accept goals for FY2014 – VOTE – (01-13/14)

The goals I have set for this year are enclosed. The purpose is to highlight the major initiatives we will focus on. We will review the progress and measure the degree of completion at a future meeting.

Also included in the packet is a summary of last year's goals as reviewed by the Chair. This will constitute the appraisal process, once approved, and to be submitted to the Commissioner of Higher Education by the Chair in accordance with the new guidelines.

- V. Hammond building phase IV – VOTE – (02-13/14)

Project is the continuation of the renovations at the Hammond Campus Center building. The previous phases focused primarily on the student center portion of the building such as event space, game room, student development and student government offices along with the dining facility and bookstore. Phase 2, which was DCAM funded also provided for new HVAC equipment and chiller plant along with a new roof. This phase will include the first and second levels of the library on the east wing of the Hammond

Building. Library functions will temporarily relocated to the third and fourth levels to allow the library to continue operating throughout construction. Renovations include bathroom upgrades, new finishes (floors, walls and ceilings), new lighting, fire alarm, HVAC ductwork and controls, fire protection and ADA upgrades. It will also include a new circulation and reference desk, library classroom and expand computer access.

Project savings from the previous phase of work will be utilized as initial funding for the pre-design phase and pre-construction exploratory and preparatory work. The project revenue source will be an increase in general student fees not to exceed \$300 annually for day undergraduate and not to exceed \$10 per credit of GCE classes.

VI. Conflict of Interest statements

Each year Board members are asked to complete a Conflict of Interest statement. The form has not changed and it is included.

VII. Board of Trustee sub committees for 2013/2014

VIII. Notifications

As required by the by-laws, I am notifying you of personnel actions taken since the last meeting.

a) Personnel Actions (N01-13/14)

IX. President's Report

Enclosures:

- 2013 Golf tournament P&L
- Visual Identity and Social Media Guidelines
- Email re: Fitchburg State student Lindsay Grajek
- News Articles
- Welcome Back Program
- FAVE information card
- Family Weekend brochure

X. Consider moving into executive session to conduct strategy with non-union personnel and to consider the purchase of real property

XI. Chairman's report

- a. Science Center

XII. Adjourment

If you have any questions or material prior to the meeting please give Carol, Kelli or me a call.

AGENDA

Robert V. Antonucci

PRESIDENT

FITCHBURG STATE UNIVERSITY BOARD OF TRUSTEES MEETING**Tuesday, September 10, 2013****3:00 p.m.****President's Conference Room
Sanders Administration Building****AGENDA**

- I.** Call to order
- II.** Public comments
- III.** Consideration of minutes from previous meetings
 - a) April 30, 2013
- IV.** Review FY2013 president goals and accept goals for FY2014 – **VOTE – (01-13/14)**
- V.** Hammond building phase IV – **VOTE – (02-13/14)**
- VI.** Conflict of Interest statements
- VII.** Appointment of Board sub-committees for 2013/2014
- VIII.** Notifications
 - a. Personnel actions – **(N01-13/14)**
- IX.** President's report – Dr. Robert V. Antonucci
 - a) Opening of university/capital projects/enrollment
 - b) Golf tournament/foundation
 - c) Visual identity and social media guidelines
 - d) Science Center open house at 4 pm
- X.** Consider moving into executive session to conduct strategy with non-union personnel and to consider the purchase of real property
- XI.** Chairman's report
 - a. Science Center
- XII.** Adjournment

Future Meeting**Tuesday, November 12, 2013****12:00 p.m.**

MINUTES

FITCHBURG STATE UNIVERSITY BOARD OF TRUSTEES MEETING
Tuesday, April 30, 2013
4:00 p.m.
Leominster Credit Union Meeting Room (214)
160 Pearl Street, Fitchburg, MA 01420
Hammond Hall

Trustees Present: Robert Babineau, Jr., Anna Maria Clementi, Martin F. Connors, Jr., Nathan Gregoire, Michael Mahan, Carol Vittorioso

Trustees Absent: Frank O'Donnell, Don Irving, Anthony Mercadante, Gladys Rodriguez-Parker, Cynthia Stevens

Also Present: Robert V. Antonucci, Robin Bowen, Jay Bry, Cathy Canney, Cathy Daggett, Gail Doiron, Sean Goodlett, Meledath Govindan, Chris Hendry, Meg Hoey, Kelli Lundgren, Jessica Murdoch, Jennifer Perkins (Director of the Office of Trustees), Michael Shanley, Steve Swartz, Paul Weizer

The meeting was called to order by Chairman Vittorioso at 4:00 p.m.

Chairman Vittorioso opened the meeting requesting any public comments.

President Antonucci introduced and welcomed Ms. Jennifer Perkins, the new Director of the Office of the Trustees.

The consideration of the Board of Trustees minutes from March 26, 2013 were presented.

Upon a motion duly noted by Dr. Babineau and seconded by Mr. Gregoire it was

Voted: to approve the minutes of the meeting held on March 26, 2013 as presented.
(5-0)

President Antonucci then introduced the science building team who presented an update on the building. The team consisted of Mr. Alfred Wojciechowski (CBT Architects), Mr. Michael Dumaresq (Bond Brothers, Inc.), and Mr. William Dulong (DCAM).

The President stated we are not paying anything towards the Science Center. The funding is paid by the state. The Lieutenant Governor and DCAM has helped with the Science Center, the Hammond roof project and energy audits. President Antonucci recognized efforts by both DCAM and Mr. Bry.

Mr. Wojciechowski then provided an update on the building. There are two steps to the project; the new science building and the renovation of the Condikey Science Building. Equipment and faculty are set to move into the new science center in June. Following that move, the renovation will begin on the Condikey building with plans to have it online in 2014. The President took a tour of the building recently and was very pleased. It is a state-of-the-art building which will benefit our students.

Mr. Gregoire asked the capacity of the lab and classrooms in the new science building. Dr. Hoey stated there are 8 Biology labs and 3 Chemistry labs along with faculty research labs. The classrooms will be located in the Condikey building after renovation is complete. The labs have 6 tables of 4 and the classroom capacities will be in the range of 24.

With no further questions, the President thanked the team and introduced the Hammond Hall team to the group so they could provide an update on the Hammond building. The team consists of Mr. Alex Adkins (DiMella Shaffer Architects), Mr. Tom Leclerc (Lee Kennedy Company) and Ms. Leigh Warren (MSCBA).

The President stated the building far exceeds expectations and students, staff and faculty are all very happy with the project.

Mr. Mahan joined the meeting at 4:15pm.

Ms. Warren and Mr. Adkins provided a brief update stating the project started in 2010 with a building study of Hammond. There were three goals for the space, remediate the building structure (roof, operations, elevator), improve access (connections and entrance) and improve location and configurations of uses of space.

The President added that the building is being used more than ever and the ongoing construction has not been an issue with traffic. He also stated that at some point, the library will need to be looked at for renovation. The President said he has seen many student centers in many institutions, however ours is the best he has seen.

Board members all reflected their appreciation and happiness with the building. President Antonucci stated he will keep the Board apprised with periodic updates on building progress.

The President then thanked the group and turned the meeting over to Chairman Vittorioso for the budget update.

Chairman Vittorioso stated that the Finance and Administration Committee met on April 26 to discuss the FY2014 budget. She mentioned at the end of her update, the Board would have three votes. She stated this is a draft budget and will not be final until June. It is hopeful that the budget remains the same with no changes. If there are any changes, the budget will be re-visited.

The FY2014 budget shows an increase of 6.3% over FY2013. As a result, there will not be a student fee increase; however there will be a \$275 Capital increase which is used for the development of Hammond Hall and the parking expansion project. Even with this increase, we will still be left with a deficit. Current reserves will be used to cover that deficit.

President Antonucci stated that if the Senate budget doesn't have the same budget numbers, we will have to revisit student fees. We are working closely with the Senate to ensure the budget remains the same as the House proposed. He also mentioned that the state has funded the collective bargaining increases, which hasn't happened in the past. All in all the President feels this is a conservative budget.

Upon a motion duly noted by Mr. Connors and seconded by Mr. Mahan it was

Voted: to accept the recommendation and implement a Capital fee increase \$275
(6-0) presented for FY2014.

Upon a motion duly noted by Mr. Connors and seconded by Mr. Mahan it was

Voted: to accept the FY2014 budget as presented.
(6-0)

Upon a motion duly noted by Ms. Clementi and seconded by Mr. Gregoire it was

Voted: to accept the recommendation to roll forward the ongoing capital project funds into the FY2014 budget.
(6-0)

The President thanked the Board and mentioned this was a very brief overview of the budget, but that the Finance & Administration Committee spent a lot of time reviewing and asking questions.

Ms. Clementi then gave a brief overview of the proposed Chemistry major. In 1990s the university did have Chemistry major, however due to low enrollment, the major was eliminated. There is now an increased interest in a Chemistry major. We currently have 40 Chemistry minors and by adding one additional course, we can offer a Chemistry major. Ms. Clementi stated that with the new Science Center nearing completion, it is a perfect time to offer the major. Marketing the major with the new building is a great idea.

Ms. Clementi turned the meeting over to Dr. Bowen, Dr. Govindan and Dr. Hoey to present the recommendation to add Chemistry major.

Dr. Bowen stated the Chemistry minor has increase from 31 to 40 since 2010 and there is growing student interest in the program. She said there is a significant need in the area and the region. Upon reviewing the curriculum, we noticed only one additional course needed to be offered to provide the Chemistry major. In addition to that course, a number of electives would also be offered to provide additional breadth to the program.

Further, Dr. Bowen stated the cost to add the major would be approximately \$90,000 and that the revenue is anticipated to be over \$300,000 over a four year period.

Dr. Govindan and Dr. Hoey also added that they feel this is the right time to offer this major with the new science center nearing completion. Dr. Hoey stated we have a young, energetic faculty pool that keep students excited about Chemistry.

Mr. Gregoire stated he supports this major as it offers additional opportunities to our students and additionally should attract additional students to Fitchburg State.

President Antonucci pointed out that upon the Board's approval, a written proposal would be presented to the BHE for review.

Upon a motion duly noted by Mr. Gregoire and seconded by Mr. Mahan it was

Voted: to accept the recommendation to offer a new Chemistry major at Fitchburg State.
(6-0)

Next Ms. Clementi gave an overview of the First Generation Parent Program. She explained that this program would offer one free course at the university for the parents of a first generation student. Ms. Clementi feels this is a great idea and a wonderful humanitarian effort.

Dr. Bowen explained that a number of first generation parents are still relatively young and we might be able to entice them to gain interest in obtaining their degree as they still have a number of years left to work. She stated these courses could be online or on campus and would have to be a non-prerequisite course. Dr. Bowen also stated that those parents would also be eligible for financial aid.

Dr. Babineau thinks this is a wonderful idea and asked if this had been tried at any other institutions. Dr. Bowen is not aware that it has been tried elsewhere.

Dr. Bowen thinks this shows a sense of community at no cost to the university.

Upon a motion duly noted by Ms. Clementi and seconded by Mr. Gregoire it was

Voted: to accept the recommendation to offer a First Generation Parent Program
(6-0) as presented.

The President then presented the recommendations for the FY2014 Board of Trustees slate of officers. Recommended are:

- Chairman – Carol T. Vittorioso
- Vice Chairman – Martin F. Connors, Jr.
- Clerk – Anna Maria Clementi

Upon a motion duly noted by Mr. Connors and seconded by Mr. Gregoire it was

Voted: to approve the FY2014 Board of Trustees slate of officers as presented.
(6-0)

President Antonucci mentioned the personnel notifications. Along with the notifications, he was pleased to announce that Mr. Jay Bry has been promoted to Vice President of Finance & Administration and also that Ms. Cathy Daggett has been promoted to Comptroller. It was also noted that the university will not be filling Mr. Bry's previous position of Chief Operating Officer. He also noted that Ms. Emily Austin Bruns has been hired as the Director of Alumni Relations.

President Antonucci then gave his report. He mentioned that Fitchburg State has been selected for an energy audit with DCAM. Mr. Bry further explained that this audit is outside the Bond cap and includes the entire campus. Over the next year, the university will work with DCAM to identify savings.

The President then mentioned end of year activities. This is a very busy time on campus. A few notables:

- The Special Olympics were held last week
- Congresswoman Tsongas will have office hours on campus
- The Fitchburg State Cheerleaders came in first place at the Jam Fest
- The athletic season is winding down
- The graduate Commencement is scheduled on Thursday, May 16 and the graduate ceremony is scheduled on Saturday, May 18

Ms. Vittorioso requested the Board go into Executive session at 4:50 p.m. to discuss honorary degrees. Open session would not reconvene after the conclusion of Executive Session.

With no further business before the Board, the meeting was adjourned at 4:50 p.m.

Respectfully submitted:

Anna Maria Clementi, Clerk
Board of Trustees

PRESIDENT'S GOALS

AND VOTE

**Fitchburg State University
REQUEST FOR BOARD ACTION**

TO: Board of Trustees	DATE: September 10, 2013
FROM: The President	REQUEST NUMBER: 01-13/14
SUBJECT: Accept the President's Goals for FY2013/FY2014	

It is requested that the Board of Trustees accept the President's goals for 2013-2014.

Robert V. Antonucci

PRESIDENT

President's Report to the Trustees: Major Accomplishments 2012-13

- **NEASC 10-year reaccreditation attained.** The New England Association of Schools and Colleges' Commission on Institutions of Higher Education officially renewed Fitchburg State's accreditation through 2022, describing the university as a forward-looking institution committed to excellence and investing in its facilities and community.
- **New Science Center completed.** The building offers state-of-the-art facilities and replaces the aging Condike Hall laboratories. Phase two of the \$57 million project—complete renovation of the obsolete labs and classrooms in Condike—is now underway.
- **First two phases of Hammond Hall renovation completed.** The building's rebirth has created a stunning new entrance to campus, complete with new dining areas, meeting rooms, student and staff offices and a campus book store.
- **New game design major approved.** Fitchburg State became the first public institution in New England to offer a bachelor's degree in game design. The Massachusetts Board of Higher Education approved the new major at their December, 2012, meeting. The Bachelor of Science in game design will be part of the Communications Media Department.
- **University Partnership program inaugurated.** The university's Douglas and Isabel Crocker Center for Civic Engagement began a two-year partnership with the Cleghorn Neighborhood Center, assisting the center with its goal of strengthening the Latino community in Fitchburg. Faculty teach specially-tailored courses while students and staff help with homework and afterschool programs. The university donated 30 computers as part of the project.
- **The Education Department successfully prepared for National Council for Accreditation of Teacher Education, earning a positive on-site review.** This fall a lead reviewer will compile a team report, including a recognition decision

representing the consensus of the team. The report will be reviewed by an audit committee of the professional association, which determines national recognition.

- **GCE, the Education Department and IT began work to develop an online graduate program in special education.** Strategic planning and development included incorporation of multi-media technologies in course design, creation of standard course templates, and training of faculty. Launch expected in 2014. Significant marketing initiatives being developed for program promotion including promotional videos.
- **Hispanic enrollment exceeded 10% for incoming freshman.** This had been a priority for enrollment management as they work to recruit an incoming class that reflects the demographics of the community.
- **The Advancement Office saw a 6% increase in annual gifts and a 42% increase in annual giving.** With a new alumni director on board and a shift in administrative responsibilities, the division is moving ahead with a more comprehensive focus.
- **Online marketing initiatives increased.** A new digital marketing manager was hired, a mobile website created, the web site design was streamlined and visually “refreshed,” and social media guidelines established.
- **Increased scholarship aid for students**
- **Received Graduate Council approval implementing a formal policy that requires regular reviews of graduate programs consistent with the undergraduate program review process**
- **Hired director and assistant director for the Center for Professional Studies and Extended Campus Programs**
- **Interdisciplinary degree review completed**
- **Undergraduate retention improved by 2 percent**
- **Received approval to offer graduate credit courses required for teachers across the state**

- Energy initiatives included completion of a climate survey, a workforce articulation agreement, an American Colleges and Universities Quality Collaborative, and creation of internship partnerships
- A \$225,000 Developmental Math Performance Grant was received from the Department of Higher Education
- Graduate & Continuing Education continued to significantly increase the number of online courses and programs, and expanded off-campus partnerships
- Information Technology replaced a third of the core network, added room scheduling/classroom software and implemented high definition television system in the residence halls
- Human Resources/Payroll implemented a new time and attendance program
- Student and Academic Life implemented an e-tutoring program
- Financial Efficiencies: Electronic cashiering , payment plans, credit card processing
- Formed new partnerships with the New England Aquarium, the Francis W. Parker Charter Essential School (New Teachers Collaborative), and the Massachusetts Institute for Teaching Science
- Fitchburg Anti-Violence Education—FAVE—initiative completed its second year of increased training; application made to continue grant
- GCE expanded marketing initiatives into southern New Hampshire
- Academic Affairs, GCE, the Registrar, and IT collaborated to implement the online university catalog Acalog, as well as a new room scheduling system
- Implemented the Transforming Education and Schools for English Learners grant

Robert V. Antonucci

PRESIDENT

President's Report to Trustees: Goals for 2013-2014 Academic Year

Lead the university in an effective and efficient manner, and administer the daily operations of the university with a primary focus on excellence and quality

This is a goal I include each year as it represents a macro view of leading a complex organization with an \$80 million budget and about 600 employees. Among the many focal points are fund raising, capital needs, foundation and trustee boards, collective bargaining, professional development, sustainability, public relationships, alumni affairs, and community outreach.

Maintain sound financial management and controls

The university has an extended history of strong financial management, as demonstrated by superlative audits of the many state, federal and institutional funds under its control. It is of crucial importance that this level of excellence be sustained.

Achieve student enrollment goals

In recent years the university has returned enrollment to optimal levels, allowing us to sustain necessary fee income while retaining our "small college environment." Local, regional and national forces all play a role in influencing enrollments. We must stay abreast of the myriad competitive and demographic forces at work.

Create new strategic plan

Improve retention/graduation rates

Implement new chemistry major

Establish "Family First" program

Increase diversity initiatives

Institute “Common Read” program

Sustain town-gown relationship

Launch on-line special education programs

Replace emergency notification system

Focus on electronic media and recruitment via the web and social media

Complete the interim goal report required by the New England Association of Schools and Colleges (NEASC) following their visit

Last March, a team from the association visited the university to validate and review our self-study. From the beginning of this lengthy process our goal was to earn another full 10-year approval. We learned in the fall that we have indeed been granted full approval. However, as is generally the case with NEASC reports, there are recommendations regarding interim steps they would like to see taken. This year we will continue to address those issues as we continue our efforts to be on the cutting edge of regional and national standards.

Ensure campus-wide adherence to the Department of Higher Education’s Vision Project and other proposals emanating from the central office

A sea change is occurring on both the state and national levels as colleges and universities are mandated to devote ever-larger portions of time and resources to assessment, economic development, retention and completion rates, workforce alignment, cooperative agreements, achievement gaps, civic engagement, exam pass rates, and other such initiatives. The university has, of course, long been engaged in such efforts, but Massachusetts has now codified and targeted funding via the Vision Project. We must remain actively involved, and ever-poised to meet new challenges.

Continue to enrich the teaching and learning environment through the thoughtful expansion of technology

Few could have predicted the extent to which technology has overtaken the teaching and learning experience. Techno-revolutions are occurring with stunning regularity, impacting budgets, staffing and the fundamentals of long-held educational theories. Success will go to those who can straddle the line between boldness and prudence.

Address capital needs

The science center, the Hammond project, the Miller and Edgerly faculty offices, and the Highland Avenue plaza are just a few of the modernization projects that were recently completed. These efforts will positively impact the larger university experience. We will continue to explore options to finance other projects as part of our capital plan. We have an aging infrastructure and need to aggressively address the many needs that remain.

Oversee implementation of new major in game design

Early in 2013 we received approval for our first new major in years. Building on our strength in Communications Media, there exists the opportunity to become a driving force in this exciting new field and we will hit the ground running in our inaugural year.

Conclusion

As I have said since my first day as president, the student learning experience is what the university is all about. We are here because of students. We are here to ensure that their educational needs are met at the highest levels of excellence. We are here because we believe that our institution is among the best in its class, and that its future remains bright. We need to demonstrate this through action and results. I believe in this university, in what it does, and its limitless future.

Robert V. Antonucci

PRESIDENT

Vision Project and other Statewide Collaboratives

- As part of a PACE initiative, worked with the Massachusetts Higher Education Consortia to establish programs that saved the Commonwealth millions of dollars in statewide procurement and power purchase efficiency.
- Member of the Department of Energy Resources-sponsored council focusing on implementation of Executive Order 484 and coordination of efforts with OSD and DCAM. Participation resulted in receiving the EEMS Metering System, and grant funding for an LED light pilot program.
- Actively involved with the Massachusetts Regional Emergency Planning Commission, including the trails coalition, focused on promoting and coordinating the efforts of various regional stakeholders exploring trails and greenways access for work and recreation.
- Member of the Massachusetts Public Higher Education Marketing-PR Collaborative.
- Played a role in developmental math redesign associated with the Vision Project Performance Incentive Fund 2013. Activities include the development of Starfish Retention Software and other software to generate emails to students regarding various aspects of their progress toward the Mathematics requirements.
- Developed a suite of reports identifying students who have not followed a “math track,” enrollment in consecutive math courses from freshman year through the completion of the requirement. Additional reports have been developed to identify average grades in math courses following the completion of remedial math, students who failed a math course after having registered for the upcoming term, students who have failed the Math Accuplacer Exam and have not yet registered for remedial math, etc.
- Assisted with elements of the Transfer Improvement Collaboration between Fitchburg State University and Mount Wachusett Community College. Provided

data relating to transfers into Fitchburg State and, specifically, transfer courses accepted from Mount Wachusett Community College.

- Assisting in the development of Blackboard Analytics Software with the goal of improving retention, closing achievement gaps and expanding student engagement as described in the Vision Project Report.
- Participating in the Commonwealth's recently introduced "statewide initiative to provide labor market information and real-time job demand data to our education, workforce and economic development partners." This initiative enables access to real-time data on employer hiring needs and analysis of on-line job posting data at the state and sub-state levels.
- Provided data on high enrollment courses and high transfer enrollment courses for the AACU Quality Collaboratives Dyad
- Coordination of math placement testing and requiring "MY Math Lab" preparation as part of the Developmental math Project
- Workforce articulations related to manufacturing with Quinsigimond and Mount Wachusett community colleges in areas of computer science, biotechnology and manufacturing for technical sales: IDIS/BSAD degree
- Participated in setting parameters and tracking elements for Starfish implementation
- Directed support services for Incentive Grant initiative
- Participant in MCLA @Scale grant for STEM Pathways to develop and promote best practices in STEM major retention
- Member of development group to respond to DHE "Goals and Recommendations" for the Vision working group on graduation and student success rates
- Development group to review and establish state university completion rate goals for 2016 – 2021 for Hispanic, Black and Caucasian students

- Formed new partnerships through extended campus programs with the New England Aquarium, the Francis W. Parker Charter Essential School (New Teachers Collaborative), and the Massachusetts Institute for Teaching Science
- Secured a federal grant to work with three partner school districts (Lowell, Fitchburg, Leominster) to improve instruction for students with limited English proficiency and upgrade the qualifications of educational personnel working with ELLS. The Collaborative for Educational Services is also a partner on the project.
- Co-directed the Central Massachusetts Partnership for Assessing Written Communication project.
- Participants in Advancing Massachusetts Culture of Assessment's experiments grant to support the Vision Project.
- Active in BHE-funded Quality Collaboratives Dyad exploring the use of the Lumina Degree Qualifications to inform faculty development, assessment, and transfer policies.
- Formed a PARCC engagement team with the initial charge of developing a definition of college readiness.
- Member of Central Links, a multi-pronged effort among the four public institutions of higher education in Central Massachusetts.
- As part of the Vision Project, four Fitchburg State faculty members are working as retention specialists. The Fitchburg State Academic Affairs Office provided additional funding for a fifth specialist.
- Utilizing funds from the Davis Foundation to support assessment experiments and attending state-wide conferences to share best practices.
- Member of the task force on Statewide Assessment.
- Serve as a Liberal Education and America's Promise (LEAP) Primary Partner Campus, exploring system-wide approaches to assessing the LEAP essential learning outcomes and guiding the development of this system-wide approach to assessment with financial support from the Davis Foundation for Advancing Massachusetts Culture of Assessment.

- Member of the state partner team working with representatives from other LEAP states to develop shared approaches to learning outcomes assessment.
- Member of the Developmental Mathematics Education Task Force.
- Engaged in a collaboration with another state university nursing program and three postsecondary LPN programs to develop best practices for a stand-alone accelerated LPN to BS nursing bridge program that will be disseminated statewide for possible replication at other state universities. Fifteen students are enrolled for our second cohort.
- Member of the National Council of University Research Administrators, and founding member of the Massachusetts State University Grants Offices, which shares policies and procedures and works to find potential collaborative grant opportunities.
- Participant in an organization of chief librarians of all 29 Massachusetts public higher education libraries that explores such issues as collaborative grant writing, joint purchase of database services at discount rates, and annual compilation and comparison of the libraries IPEDS statistics and database subscriptions.
- Chaired the CIO Council, composed of all CIOs at state universities and community colleges who gather to facilitate sharing of information and coordination of such collaborative efforts as security training, Banner training and joint purchasing.
- Served on the PACE steering committee.
- Member of the state-wide College Readiness Partners Group, the Commonwealth Education Deans Consortium, the Mass Central Readiness Center Governing Board, the Standing Committee on Professional Education, and the Commonwealth Teacher Education Consortium.
- Served on the Massachusetts Vision Project's Financial Aid Policy Group, which resulted in the university being selected as a pilot participant this fall. The grant will span four years and result in a \$450,000 award to our students.
- Member of the DHE MassTransfer Steering Committee, the DHE Financial Aid Advisory Committee. In addition, developed and implemented the Finish First reverse transfer program through Central Links.

HAMMOND BUILDING VOTE

Fitchburg State University
REQUEST FOR BOARD ACTION

TO: Board of Trustees	DATE: September 10, 2013
From: President	REQUEST NUMBER: 02-13/14
SUBJECT: Hammond Building Phase 4	

It is requested that the Fitchburg State University Board of Trustees vote to approve the attached resolution.

EXHIBIT A

MASSACHUSETTS STATE COLLEGE BUILDING AUTHORITY

FITCHBURG STATE UNIVERSITY

HAMMOND CAMPUS CENTER

Description of Project

- (a) The carrying out of preliminary work, including obtaining cost estimates, revenue estimates, preliminary design specifications, feasibility studies, surveys, and site analyses to determine the feasibility, approximate size, scope, purposes, location and other characteristics of any building, structure or facility the Authority is authorized by Chapter 703 of the Acts of 1963, as amended, to provide;
- (b) The renovation of the Hammond Campus Center as described herein including building systems and components, furniture, and equipment primarily for the use by students and staff of the University, and their dependents, and which the Authority is authorized by Chapter 703 of the Acts of 1963, as amended, to provide; and
- (c) The carrying out of improvements, renovations, and other work on and the provision and installation of furnishings, fixtures and other equipment for other buildings, structures, or facilities the Authority is authorized by Chapter 703 of the Acts of 1963, as amended, to provide.

Project Overview

- Project is the continuation of the renovations at the Hammond Campus Center building. The previous phases focused primarily on the student center portion of the building such as Event Space, Game Room, Student Development and Student Government offices along with the dining and bookstore Phase 2, which was DCAM funded also provided for new HVAC equipment and chiller plant along with a new roof. This phase will include the First and Second levels of the Library on the east wing of the Hammond building. Library functions will be temporarily relocated to the Third and Fourth levels to allow the library to continue operating throughout construction. Renovations include bathroom upgrades, new finishes (floors, walls and ceilings), new lighting, fire alarm, HVAC ductwork and controls, fire protection and ADA upgrades. It will also include a new circulation and reference desk, library classroom and expand computer access.
- Project savings from the previous phase of work will be utilized as initial funding for the pre-design phase and pre-construction exploratory and preparatory work. The project revenue source will be an increase in general student fees not to exceed \$300 annually for day undergraduate and not \$10 per credit of GCE classes.

INDICATOR	PRIMARY RESERVE	VIABILITY	RETURN ON NET ASSETS	NET OPERATING REVENUES
Target	25.0%	>1.0	3.0% – 4.0%	2.0% - 4.0%
Fitchburg (FY12)	42.4%	1.0	28.4%	4.0%

Project Budget and ScheduleBudget

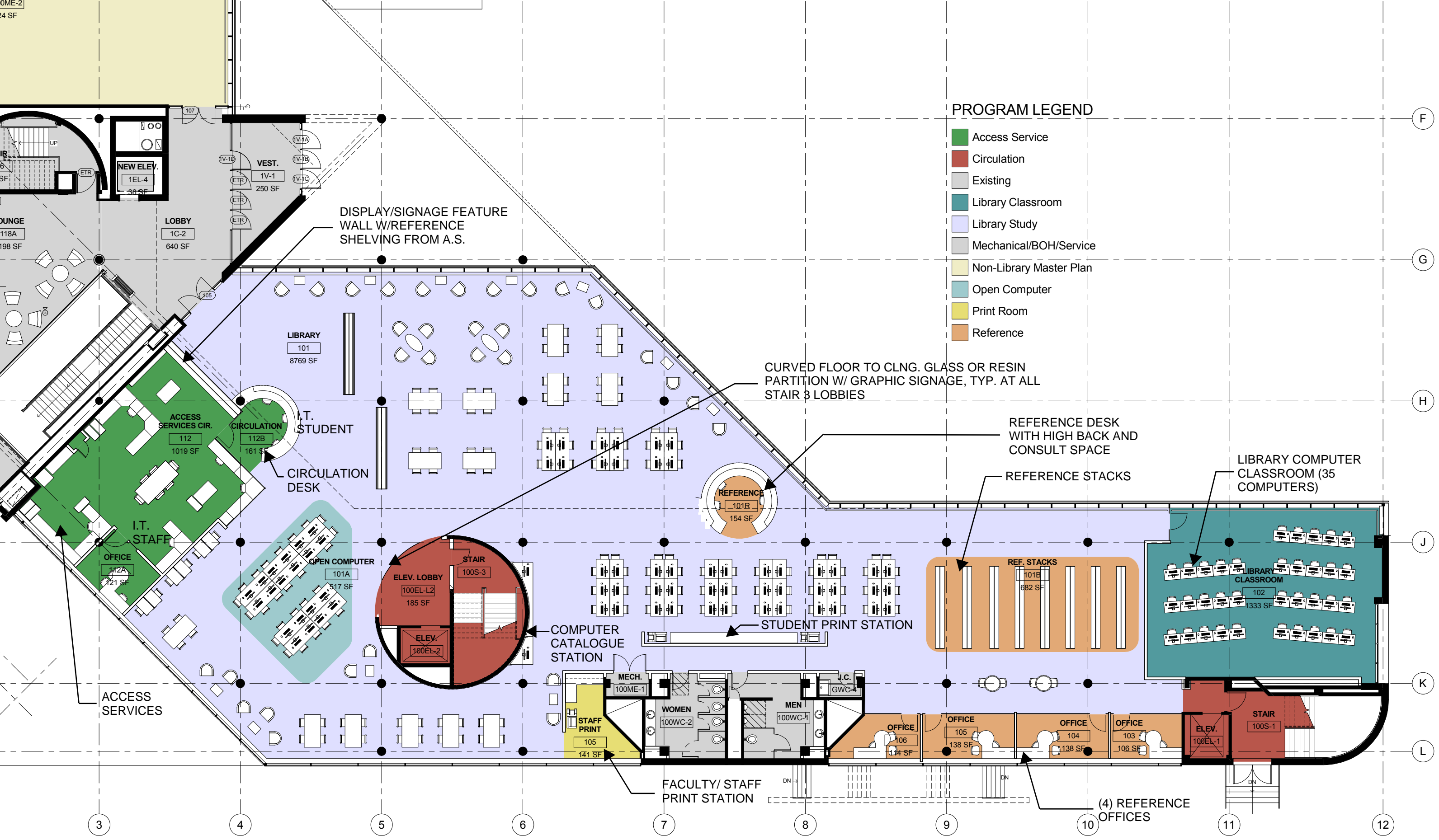
Total Project Cost	\$ 15,000,000
Project Fund Deposit	15,000,000
Cost of Issuance/Reserves	<u>1,500,000</u>
Total	\$16,500,000

Schedule

Design Started	August 2013
Construction Start	January 2014
Occupy Completed Facility	December 2014

PROGRAM LEGEND

- Access Service
- Circulation
- Existing
- Library Classroom
- Library Study
- Mechanical/BOH/Service
- Non-Library Master Plan
- Open Computer
- Print Room
- Reference



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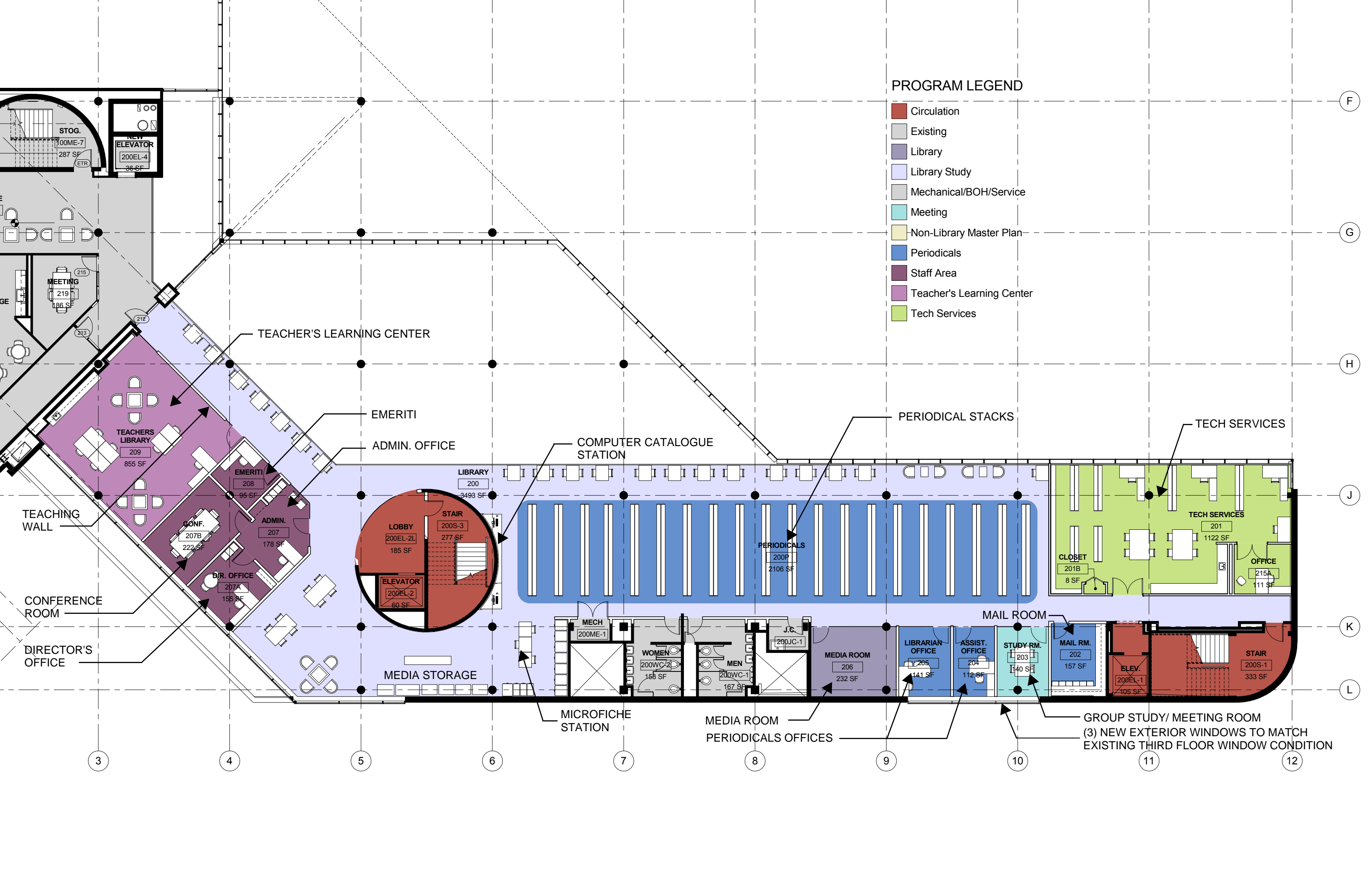
11

12

(4) REFERENCE OFFICES

PROGRAM LEGEND

- Circulation
- Existing
- Library
- Library Study
- Mechanical/BOH/Service
- Meeting
- Non-Library Master Plan
- Periodicals
- Staff Area
- Teacher's Learning Center
- Tech Services



STOG.
200ME-7
287 SF
ETR

NEW
ELEVATOR
200EL-4
36 SF

MEETING
219
186 SF

TEACHING WALL

CONFERENCE ROOM

DIRECTOR'S OFFICE

TEACHER'S LEARNING CENTER

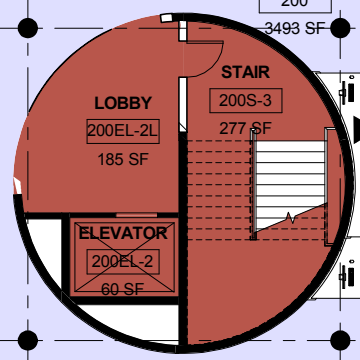
EMERITI

ADMIN. OFFICE

COMPUTER CATALOGUE STATION

PERIODICAL STACKS

TECH SERVICES



PERIODICALS
200P
2106 SF

CLOSET
201B
8 SF

TECH SERVICES
201
1122 SF

OFFICE
215A
111 SF

MAIL ROOM

MICROFICHE STATION

MEDIA ROOM
PERIODICALS OFFICES

GROUP STUDY/ MEETING ROOM
(3) NEW EXTERIOR WINDOWS TO MATCH
EXISTING THIRD FLOOR WINDOW CONDITION

3

4

5

6

7

8

9

10

11

12

F

G

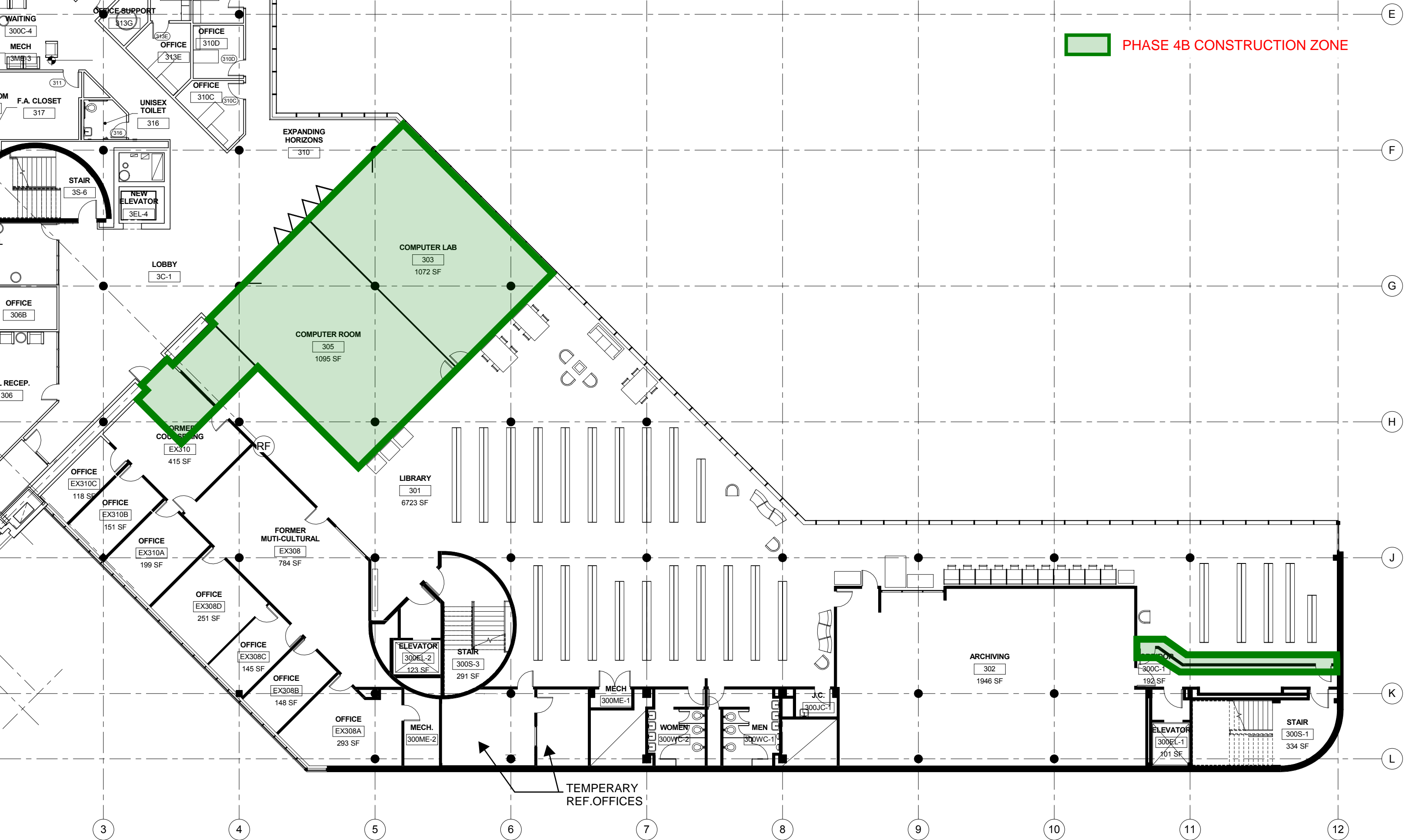
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J

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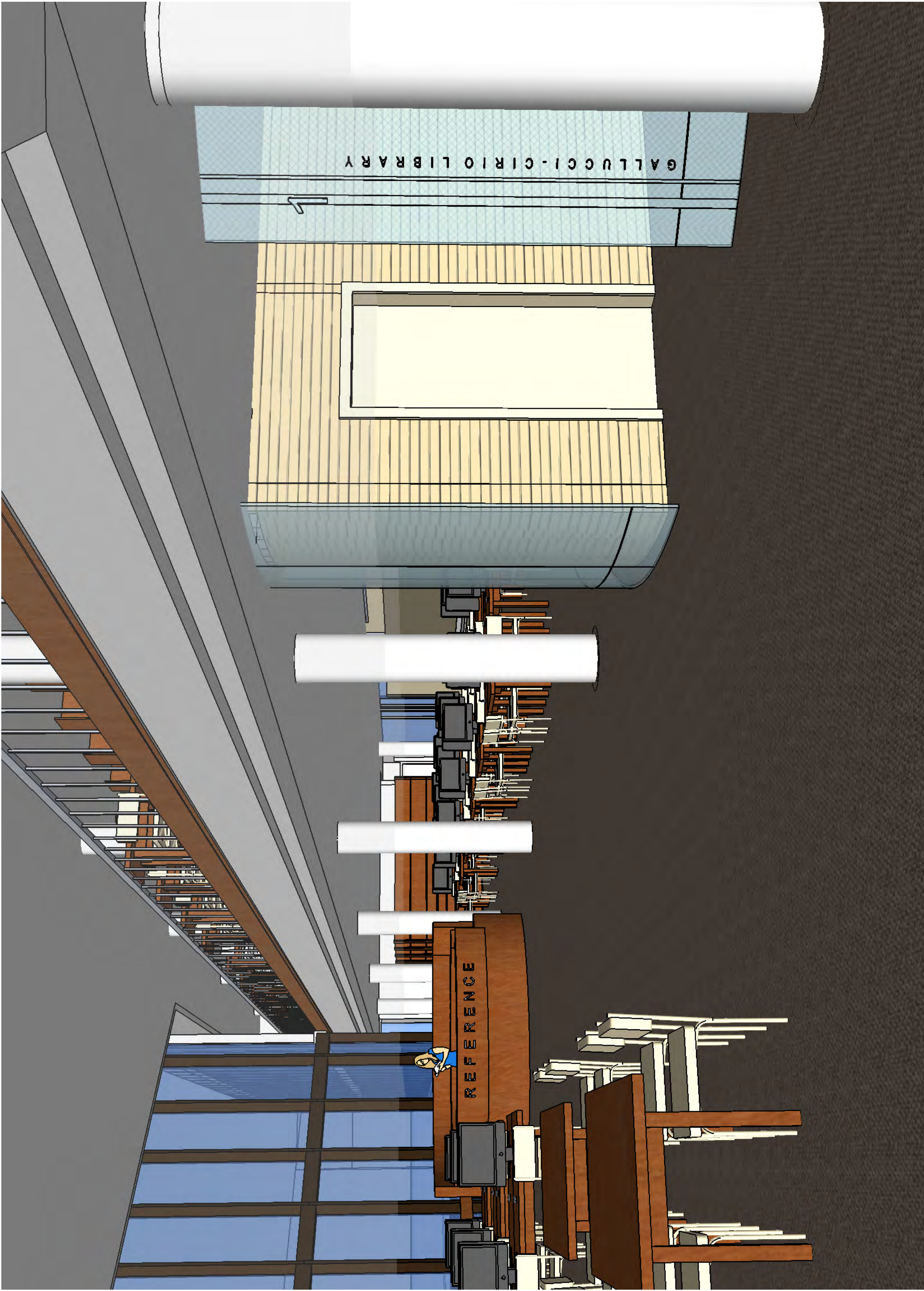
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 PHASE 4B CONSTRUCTION ZONE









CONFLICT OF INTEREST

Robert V. Antonucci

PRESIDENT

Conflict of Interest Policy

Purpose:

This conflict of interest policy (“the policy”) is intended to:

- protect the interests of Fitchburg State University (“the University”) and serve as a guide when the University is contemplating entering into a transaction or arrangement that might benefit, directly or indirectly, the private interest of university officers, trustees, or directors;
- enable such individuals to recognize situations that may be subject to question and resolve them to avoid conflicts of interest; and/or
- supplement, not replace, any applicable federal and state laws governing conflict of interests.

Who is subject to the policy?

This policy covers:

- members of the Board of Trustees, including honorary trustees, that participate in board and committee meetings, and members of the Foundation Board and its associated committees.

Policy:

Trustees and Foundation Board members have a fiduciary duty to the University and, as such, should act in a manner consistent with this obligation and exercise particular care that no detriment to the interests of the University (or the appearance of such detriment) may result from a conflict between the interests of the University and personal financial interests an individual may have.

An individual has a financial interest if that person has, directly or indirectly, through business, investment, or family:

- an ownership or investment interest in an organization supplying goods or services to the University;
- performed services for other individuals or organizations that do business with the University; and/or
- a potential ownership, investment interest, or compensation arrangement with any individual or organization seeking to do business with the University.

In general, when those covered by this policy are deemed to be in a conflict of interest situation with respect to any matter before the Boards or administration, that individual will refrain from participating in the consideration of any proposed transaction, unless specifically requested to provide information regarding the transaction in question. The individual will refrain from voting on, or taking any position for or against, the proposed transaction. When deemed appropriate, a notification will be made in the minutes of the meeting that the person involved neither participated in the consideration of the proposed transaction nor voted on the matter.

In all other instances where it is determined that a conflict of interest exists, such conflicts, and their remedy, shall be disclosed to the Board of Trustees and/or the Foundation Board of Directors at their next meeting.

Disclosure:

The University is aware that it may not be possible to completely avoid all relationships between those individuals covered by this policy and certain third parties with whom the University transacts business. One of the keys to evaluating the potential conflict is full disclosure. All individuals covered by this policy shall complete, at least annually, a *Conflict of Interest Disclosure Statement*. These disclosure statements shall be reviewed and accumulated by the President's Office and furnished to the Board of Trustees, the Foundation Board of Directors, and/or the President upon request.

If an individual covered by this policy believes that he or she may have a conflict of interest with respect to this policy, or any particular transaction that has not been previously disclosed, he or she will promptly and fully disclose the potential conflict to the President and will refrain from participating in any related transactions or decisions of the University until the conflict is reviewed and a determination has been made.

Individual disclosure statements will be held in confidence by the President. The statements will be open for public inspection only:

- by official action of the Board of Trustees for university matters or by official action of the Foundation Board of Directors for Foundation matters upon showing of good cause;
- with the consent of the person who submitted the data to be disclosed; and/or
- by court order or as otherwise required by Massachusetts or federal law or regulation.

Questions:

Questions regarding this policy should be directed to the President.

Approved by the Board of Trustees _____

Approved by the Foundation Board of Directors _____

Robert V. Antonucci

PRESIDENT

**Conflict of Interest Disclosure Statement
For Trustees, Foundation Board Members, and Foundation Supporting Organization, Inc.
Members**

Introduction

Trustees, Foundation Board members, and Supporting Organization members have a fiduciary duty to the University, the Foundation, and/or the Supporting Organization and, as such, should act in a manner consistent with this obligation and exercise particular care that no detriment to the interest of the University, the Foundation, and/or the Supporting Organization (or the appearance of such detriment) may result from a conflict between the interests of the University, the Foundation, and/or the Supporting Organization and personal financial interests an individual may have. Therefore, each individual of these boards will annually disclose any personal interest, which he or she may have, in any matter pending before the University, the Foundation, and/or the Supporting Organization and will refrain from participation in any decision on such matter.

Trustees, Foundation Board members, and Supporting Organization members who are also an officer, board member, committee member, or staff member of a contractor, vendor, or supplier of, or to, shall identify his or her affiliation with that organization. Further, in connection with any committee or board action specifically directed to that organization, he/she will refrain from participating in the decision affecting that organization.

Additionally, Trustees, Foundation Board members, and Supporting Organization members will refrain from obtaining any list of clients for personal or private solicitation purposes at any time during the term of their affiliation.

**Conflict of Interest Disclosure Statement
Acknowledgement of Receipt**

At this time, I am a board member, a committee member, consultant to, or employee of the following organizations:

This disclosure statement shall certify that I, am not now, nor at any time during the past year, been:

- 1) a participant, directly or indirectly, in any arrangement, agreement, investment, or other activity with any vendor, supplier, or other party, doing business with the University, the Foundation and/or the Supporting Organization, which has resulted or could result, in personal benefit to me; and/or
- 2) a recipient, directly or indirectly, of any salary payments, loans or gifts of any kind, free service, discounts or other fees from, or on behalf of, any person or organization engaged in any transaction with the University, the Foundation, and/or the Supporting Organization and its affiliates.

Exceptions to items 1 or 2 above are stated below, or attached, with a description of the transactions and of the interest, whether direct or indirect, which I have (or have had during the past year) with the persons or organizations having transactions with the University, the Foundation, and/or the Supporting Organization and its affiliates.

Date _____

Signature _____

Printed _____

BOARD SUB-COMMITTEES

Robert V. Antonucci

PRESIDENT

TO: Board of Trustees

FROM: Carol T. Vittorioso, Chairman

RE: Committee Memberships

Standing CommitteesAcademic Affairs

Anna Maria Clementi
Nathan Gregoire
Michael Mahan
Frank O'Donnell

Finance and Administration

Martin Connors, Jr.
Donald Irving
Michael Mahan
Anthony Mercadante
Cynthia Stevens

Executive/Nominating

Carol Vittorioso - Chair
Martin Connors, Jr. – Vice Chair
Anna Maria Clementi – Clerk

Foundation

Martin Connors, Jr.
Gladys Rodriguez-Parker
Cynthia Stevens

Student Affairs

Robert Babineau, Jr.
Anna Maria Clementi
Nathan Gregoire
Donald Irving
Michael Mahan
Frank O'Donnell

Carol T. Vittorioso is ex-officio on each standing committee.

NOTIFICATIONS

FITCHBURG STATE UNIVERSITY

Board of Trustees

NOTIFICATION

TO: Board of Trustees	DATE: September 10, 2013
FROM: The President	REQUEST NUMBER: N01-13/14
SUBJECT: Personnel Actions	

New Hire

DeMisty Bellinger-Delfeld, Ph.D. Effective: 9/1/13 End Date: 5/31/14	Assistant Professor English Studies	\$53,500.00
Hong Tak Chan, Ph.D. Effective: 9/1/13 End Date: 5/31/14	Assistant Professor Business Administration	\$68,000.00
William Cortezia, Ph.D. Effective: 9/1/13 End Date: 5/31/14	Assistant Professor Education	\$57,500.00
Michael Greenwood, Ph.D. Effective: 9/1/13 End Date: 5/31/14	Assistant Professor Business Administration	\$77,000.00
Asher Jackson, MLS Effective: 8/12/13 End Date: 8/31/14	Assistant Librarian Amelia V. Gallucci-Cirio Library	\$48,000.00
Lori Leonard, MS Effective: 9/1/13 End Date: 5/31/14	Instructor Mathematics	\$51,750.00
Robert Lipset, Ph.D. Effective: 9/1/13 End Date: 5/31/14	Assistant Professor Industrial Technology	\$78,000.00
Thomas Meade, Ph.D. Effective: 9/1/13 End Date: 5/31/14	Assistant Professor Communications Media	\$56,500.00

Reid Parsons, Ph.D. Effective: 9/1/13 End Date: 5/31/14	Assistant Professor Geo/Physical Sciences	\$57,500.00
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Sherri Pittman, BA Effective: 7/10/13	Staff Assistant/Analytics/Rep Specialist Information Technology	\$60,000.00
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Helen Rodriguez, BS Effective: 8/11/13	Assistant Director Financial Aid	\$43,000.00
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Papa Sarr, MA Effective: 9/9/13	Director of International Education International Education	\$83,500.00
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Kevin Wall, LLM Effective: 9/1/13 End Date: 5/31/14	Instructor (Temporary) Business Administration	\$64,500.00
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Daniel Welsh, MS Effective: 9/1/13 End Date: 5/31/14	Assistant Professor Biology/Chemistry	\$57,000.00
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Promotion

Robin Bowen, Ed.D. Effective: 7/1/13	From: V.P. for Academic Affairs To: Executive Vice President/Provost Academic Affairs	From: \$175,975.50 To: \$184,134.64
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Michael Kushmerek, MA Effective: 5/19/13	From: Assistant Dir, Alumni Relations To: Director, Annual Giving Alumni and Development	From: \$47,662.95 To: \$52,662.95
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Barbara Powers, Ed.D. Effective: 9/1/13	From: Associate Professor To: Professor Nursing	From: \$75,806.05 To: \$81,432.65
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Kelly Sylvia, MBA Effective: 5/19/13	From: Staff Assistant/Donor Relations To: Assistant Director, Donor Relations Alumni and Development	From: \$49,063.23 To: \$51,563.23
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Rehire

Deborah Benes, MS Effective: 9/1/13 End Date: 5/31/14	Assistant Professor Nursing	\$64,390.80
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Anne Meyer, MS Effective: 9/1/13 End Date: 5/31/14	Instructor Nursing	\$64,543.86
Deborah Stone, MS Effective: 9/1/13 End Date: 5/31/14	Instructor Nursing	\$56,511.05
Leave without Pay		
Ian Williams, Ph.D. Effective: 9/1/13 End Date: 5/31/14	Associate Professor English Studies	\$61,477.70
Retirement		
Robert Foley, MSL Effective: 6/28/2014	Director Amelia V. Gallucci-Ciro Library	\$108,263.98
Pamela Hill, Ed.D. Effective: 1/11/2014	Dean of Education Center for Excellence In Education	\$103,515.00
Dahong Lu, Ph.D. Effective: 12/31/2013	Professor Biology/Chemistry	\$92,209.14
Glenda Ouellette, Ed.D. Effective: 10/8/2013	Professor Education	\$80,839.32
Howard Thomas, Ph.D. Effective: 8/24/2013	Professor Biology/Chemistry	\$97,154.92
Resignation		
Rachael Catanzano, BS Effective: 7/27/2013	Assistant Director Financial Aid	\$52,817.30
Richard DesRoches, MBA Effective: 8/25/2013	Assistant Professor Business Administration	\$64,424.46
Shana Goldwyn, Ph.D. Effective: 8/24/2013	Assistant Professor Education	\$61,601.61
Jonas Halley, BA Effective: 8/8/2013	Staff Assistant/Resident Director Housing & Residential Services	\$36,101.61

Mary Beth McKenzie, MA Effective: 6/29/2013	Executive Director of Administrative Svs Capital Planning & Maintenance	\$92,298.55
Kay Reynolds, BA Effective: 9/13/2013	Director Admissions	\$95,530.42
Ashley Tetreault, MS Effective: 8/19/2013	Career and Peer Mentor Coordinator Expanding Horizons	\$38,558.94

Resignation

Jennifer Abbondanzio, MS Effective: 6/22/2013	Staff Assistant Finance	\$48,000.00
Carol Kronopolus, MS Effective: 6/28/2013	LPN/BS Coordinator Nursing	\$61,050.00

** Non Unit raises provided effective July 1, 2013 in accordance with the Department of Higher Education memorandum.*

ENCLOSURES

2013 GOLF TOURNAMENT P&L
INCOME

Description	Company	Qty	Players	Total
Tournament Sponsor	Unitil	1	8	\$10,000.00
Premier Sponsor	Chartwell's	1	8	\$7,500.00
Golf Cart Sponsor	Northern Trust	1	4	\$5,000.00
Competition Sponsor	Rollstone Bank & Trust	1	4	\$5,000.00
Dinner Sponsor	Congress Asset Management	1	4	\$5,000.00
Luncheon Sponsor	Dunkin Donuts	1	4	\$3,000.00
Gift Sponsor	Data Guide Cable Corp	1	4	\$3,000.00
Breakfast Sponsor	NYPRO	1	4	\$2,500.00
Pin Flag Sponsor	Eaton Vance	1	4	\$2,500.00
19th Hole Sponsor	Enterasys	1	0	\$2,500.00
Beverage Cart Sponsor	Workers' Credit Union	1	0	\$2,500.00
Dessert Sponsor	Fidelity Bank	1	0	\$1,000.00
Mulligan Sponsor	FTG Techonologies	1	0	\$1,000.00
Auction Sponsor	World Energy	1	0	\$1,000.00
Centerpiece Sponsor	Fitchburg State University	1	0	\$1,000.00
Driving Range Sponsor	Enterprise Bank	1	0	\$1,000.00
Hole-in-One Sponsor	IC Federal Credit Union	1	0	\$1,000.00
Photography Sponsor	Enterprise Bank	1	0	\$1,000.00
Putting Green Sponsor	Ercolini & Company LLP	1	0	\$1,000.00
Raffle Sponsor	Health Alliance	1	0	\$1,000.00
Tee Sponsors		25	250	\$6,250.00
Individual Golfers		91	225	\$20,475.00
Combo Sales	Day Of	1		\$2,250.00
Silent Auction Sales	Day Of	1		\$10,360.00
In Kind Contributions		1		\$4,300.00
Miscellaneous Contributions		1		\$950.00
			Total	\$102,085.00

EXPENSES

Description	Vendor	#	Cost	Amount
Oak Hill Country Club	Golf	1		\$12,837.48
Oak Hill Country Club	Food & Beverage	1		\$14,673.73
1st Ad Specialties	Volunteer Shirts	48	\$28.29	\$1,357.92
1st Ad Specialties	Dozen Golf Balls	150	\$24.92	\$3,738.33
Campus Crystal	Awards	9	\$76.67	\$690.00
Craig Pierce/BossMark	Foursome Picture Frames	150	\$1.32	\$198.00
Craig Pierce/BossMark	Poker Chips	200	\$0.84	\$167.28
FSU Press	Collateral Printed Pieces	1	\$530.00	\$530.00
Tournament Headquarters	Hole In One Insurance	1	\$295.00	\$295.00
Wass-Arthur	Tee Signs	1	\$466.20	\$466.20
Windmill	Centerpieces	1	\$320.00	\$320.00
Auction & Raffle	Multiple Vendors	1		\$827.62
			Total	\$36,101.56

Income	\$102,085.00
Expense	\$(36,101.56)
Net	\$65,983.44
% to Net	65%

VISUAL IDENTITY AND SOCIAL MEDIA GUIDELINES

DRAFT

General Visual Identity Guidelines

Presenting a strong visual identity is a critical part of our efforts to promote the university, recruit students, and display a high level of excellence. It is particularly important today, since we produce more materials—brochures, web and social media pages, posters, advertisements, business cards, stationery, signs, novelty items, clothing, electronic messages—than ever before.

These guidelines were put together to help university departments and organizations communicate more effectively while also building the university's image. Proper use of our design elements, combined with clear, concise writing, eliminates confusion and presents a sense of unity and coherence in our communications. Poor design, separate visual identities among university departments, and unfocused writing detract from that goal.

These guidelines are aimed primarily at materials intended for off campus audiences. Print Services, located at the Service Center, is the campus resource for design and production information. Logos are available in several electronic formats at www.fitchburgstate.edu/technology/printservices/artwork/. You can contact Print Services at ext. 3394 for more information.

- Three graphic components—the logo, the seal and the falcon—are used to express the university's identity. The horizontal University logo is the graphic element most often used in communication,
- The university's full, official name, Fitchburg State University, should appear on all communications material. The less formal usage, for second reference, is "Fitchburg State"—not FSU (since those initials also refer to Framingham State and other institutions),
- The university seal is generally reserved for more formal occasions and publications,
- The "Book/F" symbol should rarely be used alone,
- Avoid rotating or re-proportioning any logo,
- Borders and embellishments should not be added to the logo or seal,
- Athletics logos should not be combined with any university logo or seal. For more detailed information on the athletics identity system, contact the associate director of athletics,
- The university colors are gold, white and green. When using color, the logo should be printed in gold and/or green. Yellow is also used for promotional items. Printing ink Pantone colors are 872 Gold, 343 C Green, and 123 C Yellow. For uncoated stock Pantone 363 U Green and 115 U Yellow should be used. In cases when a lighter green is need 347 Green can be used. For details on proper use of the colors in specific contexts, please contact Print Services,
- Stationery with the university logo and address is available. For reasons of consistency and cost, all departments should use official university letterhead,

business cards and envelopes. Personalized stationery will be printed if departmental funds are used,

- The use of other symbols and logos by campus departments and organizations is not allowed, particularly on publications intended for external audiences. Departments and programs can get an official departmental logo by request from Print Services,
- The use of a variety of typefaces in a single piece often diminishes the impact. All uppercase and large amounts of bold type should be used sparingly,
- For written copy, many typefaces are available for use. However, it is recommended that one typeface family be selected for headings and one for body text. The official fonts used for external pieces are Penumbra, Californian, and Candara. Helvetica is also used on the university's forms. Logo artwork uses Penumbra, which we have limited licenses for, so artwork using the logo font must be arranged through Print Services,

Penumbra Flare Std Candara
Californian FB Helvetica

- Clear, lively writing and careful proofreading are perhaps the most important elements of a successful publication,
- Sample designs and assistance in implementing them is available from Print Services. In general, simple designs tend to be the most effective. Clip art and borders are often at odds with strong visual presentation,
- In order to present a consistent “look and feel,” administrative websites must make use of the university's template system. The colors used on the university website logo are (00, 56, 3f) and (e9, af, 2f).

Social Media Guidelines

Fitchburg State University supports the ongoing development of an effective social media program that maximizes user engagement.

Academic and administrative departments, as well as individuals, are encouraged to use social media as a means to promote campus activities and achievements. However, it is important that participants be aware of the laws, liabilities, and guidelines associated with such platforms.

These guidelines apply to students, faculty, and staff who make use of social media for work-related purposes and should be followed in addition to the Fitchburg State [Acceptable Use of Technology](#).

Social media websites also have their own terms and conditions that users must follow in order to use the sites. Please take the time to read, understand, and follow those rules as well.

As social media channels continue to evolve, these guidelines will evolve as well. All Fitchburg State faculty, staff, and students will be notified when these updates are made and this document will be modified accordingly.

Basic Responsibilities of Social Media Administrators

- **There must be at least two administrators for each social media page/group.** The primary purpose of this request is to ensure there is another administrator that can control the account if you leave the university. We have found quite a few “abandoned pages” associated with Fitchburg State that by the very nature of not being kept up look poorly upon the institution.
- If you have **already created a social media page or group** for Fitchburg State University and have not yet contacted the Digital Marketing Manager about this site, please do so. Please include the URL for the page as well as the names and email addresses of the administrators.
- If you would like to create a new social media page or group, [please contact the Digital Marketing Manager](#) with the name of your organization/department and the names and email addresses of all

administrators for the page. **Please do not create the page until you receive an email back approving your request.**

- If you're going to **edit the name of your social media account, add additional administrators, or close your account**, please [notify the Digital Marketing Manager](#) so we can update our files and the listing on the social media page of the Fitchburg State website.

General Content Guidelines

- Content should be posted with the understanding that it may be redistributed through the Internet and other media channels and be viewed by the general public. Even if deleted or modified, older versions may continue to exist online. *Posts should be focused on furthering the university's mission: education, teaching, and service, and/student recruitment.*
- When redistributing information, be aware that *copyrighted information may be protected*. In addition, *legal issues can arise from posting inappropriate or unauthorized content*.
- To reduce the need for updating, it may be best that *social media platforms not be used to post detailed policy or procedural information*. Rather, users should be directed to official university websites, electronic resources or publications for such information.
- *Content should be written in a respectful manner*, and should not be combative, demeaning, or otherwise negative.
- *Do not post content that depicts injury, violence, or contains comments that might be considered racist, bigoted or demeaning.*

Confidential Information

At no time is it acceptable to:

- *...post confidential or proprietary information about Fitchburg State or its students, employees, or alumni.* Employees must follow the applicable federal requirements outlined in FERPA (Family Educational Rights and Privacy Act) and HIPAA (Health Insurance Portability and Accountability Act), as well as NCAA (National Collegiate Athletic Association) regulations. Employees who share confidential information without appropriate authorization do so at the risk of disciplinary action or termination.
- *...include personally identifiable information* that can be used to locate any individual without that person's written permission. This includes an individual's screen name, personal photo, hobbies, identification numbers—such as Social Security numbers or student ID's—addresses and phone numbers (other than an authorized business address or business phone number).
- *...upload, post, transmit, share, or store any private information of any affiliated or unaffiliated third party,* including addresses, phone numbers, email addresses, Social Security numbers, and credit card numbers.
- *...use social media platforms to collect personal information of users,* as most sites' terms and conditions, as well as state and federal law, impose significant requirements and restrictions on the collection of personal information of users. In the case of minors, significant additional penalties can apply to violations.
- *...post content that could create a security risk for the account holder or the university.* Examples include but are not limited to images of restricted access research areas and information technology facilities.

Moderating Content

University social media efforts should encourage fans, followers, and friends to share their thoughts with one another by commenting on stories, videos, links, posts, etc. within the following guidelines:

- Comments must be relevant to a topic discussed and to the point.
- Comments should be constructive and absent of expletives, obscenity, and vulgarity.
- Posts that are off-topic, abusive, contain profanity, are threatening in tone or devolve into personal attacks will be deleted immediately.
- Posts with links that are determined to be spam or sales and advertising should be removed immediately.
- Account administrators reserve the right to review all comments and posted materials and remove such materials for any reason.

Accounts must be monitored and updated on an ongoing basis by the social media administrators that create the account to enable rapid response to any problems that may arise. This also ensures an engaging, interesting environment for visitors.

SOCIAL MEDIA BRANDING

In an effort to make our social media presence more uniform, we have developed some easy-to-follow guidelines to support the overall Fitchburg State branding while allowing each department and organization enough flexibility to express its unique identity.

Facebook:

Profile Photo – Our print design team has developed the following logos for

us to use as our profile image on our Fitchburg State Facebook pages. Many institutions have gone through a similar process to maintain branding across the various social media channels. Below are the logos you should upload as your profile image.

Please note: these logos are for reference only. Visit the Social Media Page website to download actual logos sized to meet Facebook's guidelines.



Fitchburg State Administrative, Academic, Campus Services, and Volunteer Organizations



Student Organizations




Athletics, Recreation, Sports Teams, Cheerleading

If you're uncertain which logo you should use, please contact the [Digital Marketing Manager](#).

Changing your Facebook profile photo

To change your current profile picture:

1. Right click the appropriate logo from the **Social Media Page**, choose **Save Image as...** select your **Desktop**, and click the **Save** button.
2. Sign into your Facebook Account
3. Mouse over your profile picture at the top of your Facebook Page
4. Click on the  to **Edit Profile Picture**
5. Choose **Upload Photo**
6. Locate the logo you saved to your desktop and click **Open** (PC) or **Choose**

(MAC)

7. The new logo should appear in the Profile box on your Facebook Page

Cover Photo

Here's your opportunity to make your Facebook Page unique to your department/organization. Our only request is that you upload a high-resolution photo that positively represents your organization or Fitchburg State University. Suggestion: a nice photo capturing the people or an event your organization participated in is a great way to do this.


Keep in mind Facebook has its own set of [cover photo guidelines](#) you should also read before uploading.

Please do not upload a graphic you created or clip art you found on the Internet. It may reflect poorly on your department or organization if it is not done professionally.

If you need help taking or locating a photo that is appropriate, please contact the [Digital Marketing Manager](#).

How to add a cover photo if you don't already have one


To add a cover photo:

1. Take or find a photo that represents your organization and save it to your desktop as a .jpg file at the size Facebook recommends in their [cover photo guidelines](#).
2. Sign into your Facebook Account
3. Click  **Add a Cover**
4. Choose **Upload Photo**
5. Locate the photo you saved to your desktop and click **Open** (PC) or **Choose** (MAC)
6. Once you place the photo, you can reposition it by clicking on the image and dragging it up or down
7. Click **Save**

How to change your Facebook cover photo:

To change your current cover photo:

1. Take or find a photo that represents your organization and save it to your desktop as a .jpg file at the size Facebook recommends in their [cover photo guidelines](#).
2. Sign into your Facebook Account

3. Mouse over your cover photo at the top of your Facebook Page
4. Click on the  to **Change Cover**
5. Choose **Upload Photo**
6. Locate the photo you saved to your desktop and click **Open** (PC) or **Choose** (MAC)
7. The new photo should appear on your Facebook Page

Basic Information

To make the most of your Facebook Page, we recommend you review the information you included under the **Basic Information** section of your Page to make sure it is updated and best describes your department / organization. We did not include all of the fields Facebook lists in the information below — only the ones we think you should pay particular attention to.

How to edit your Basic Information on Facebook:

1. Sign into your Facebook Account
2. Go to the top of your Page and click on **Edit Page** and then **Update Info**.
3. Fill in the fields as outlined below and update any out of date information.
4. When finished, click **Save Changes**.

Category: When you created your Page, you were asked to choose a category for your Page. You probably chose **Companies & Organizations**, which you should now see on your Basic Information page under **Category**. You might have also chosen **University**. If that's not the case, you have the opportunity to choose those categories now.

Place Sub-categories: For our main Fitchburg State University Page, we selected **College & University** as our sub-category. You might want to do the same. This will appear as a link in the box below your profile photo.

Address: 160 Pearl St.

Town: Fitchburg, MA

Zip Code: 01420

Short Description: This is an opportunity to market your organization and is the text seen in the box below your profile photo and above the **About** link. The box only shows about 150 characters so make sure you summarize who you are as succinctly as possible. You can include a longer description in the next few sections.

Company Overview, Description, General Information: Here you can get into more detail about your organization. It's what people will see if they click on the **About** link on your Facebook page. Include anything you think will help people understand who you are and why they should "Like" and follow your page.

Phone & Email: Complete these fields only if you really want people to contact you this way. Remember, if your Page is public, this information will be, too.

Website: If you have a page on the Fitchburg State website, I would include that URL here. If you don't have a page, you can include a link to our main website at <http://www.fitchburgstate.edu>.

Twitter:

Profile Photo – You can use the same logo below for both Facebook and Twitter. If you have already saved one of these logos to your desktop when updating your Facebook Page, skip down to "*How to upload your Twitter profile photo.*" If you only have a Twitter account, read below to see which logo you should use as your profile photo.

Please note: these logos are for reference only. You need to go to the Social Media Page on our website to download the actual logo.



Fitchburg State Administrative, Academic, Faculty Departments, Campus Services, and Volunteer Organizations



Student Organizations



Athletics, Recreation, Sports Teams, Cheerleading

If you're uncertain which logo you should use, please contact the [Digital Marketing Manager](#).

How to upload your Twitter profile photo:

1. Right click the appropriate logo from the **Social Media Page**, choose **Save Image as...** select your **Desktop**, and click the **Save** button.
2. **Sign in** to your Twitter account.
3. Click the **gear icon** in the top navigation bar and select **Edit profile**.
4. If it's not already selected, choose **Profile** in the left column.
5. Click the **Change photo** button next to your photo. Click **Choose existing photo**.
6. Locate the logo you saved to your desktop and click **Open (PC)** or **Choose (MAC)**
7. After selecting the file, click **Save**.
8. You will see a notification that your image has been successfully published to your profile.

Header Photo – We ask that you use the default gray header background on Twitter (shown below) so that your text is easily readable. If you are using a different header photo, please follow the instructions below to remove it.



How do I remove my header photo?

1. **Sign in** to your Twitter account.
2. Click the **gear icon** in the top navigation bar and select **Edit profile**.
3. If it's not already selected, choose **Profile** in the left column.
4. Click on **Change Header** and then **Remove**
5. Click **Save**.
6. You'll see a notification that says your header has "successfully been removed" and should now be replaced with the default gray header.

Profile Header Copy

NAME - Your name is a personal identifier (sometimes a business name or real name) displayed in your profile page and used to identify you to friends and followers. In the graphic above our name is "**Fitchburg State.**"

Even if you have already created your Twitter page, you may change your name at anytime.

We ask that you use "Fitchburg State" in your name (whenever possible) to let people quickly identify that they are on a Fitchburg State site. Also note that you can use spaces between the words. It does not need to appear as one word (i.e.

FitchburgStateGCE).

However, your **name** can only be **20 characters** long so we understand not every organization will be able to use “Fitchburg State” in their name.

In general, we do not support using “FSU” in the name because there are other universities with the same initials. However, we are making an exception when it comes to Twitter because of the limitations on character count. Only use this acronym if absolutely necessary.

BIO – The bio is your opportunity to let people know a little bit about your organization, what you represent, and why people should follow your page.

If you did not use “Fitchburg State” in your name, you should use it somewhere in your bio to let people know where your department or organization is from.

LOCATION – Please put *Fitchburg, MA* as your location.

WEBSITE – If you have a specific URL you would like to link to on the Fitchburg State website for your department or organization, include it here. If you don’t have a specific page, please link to <http://www.fitchburgstate.edu>.

How do I update the name of my page, bio, website & location?

1. **Sign in** to your Twitter account.
2. Click the **gear icon** in the top navigation bar and select **Edit profile**.
3. If it’s not already selected, choose **Profile** in the left column.
4. Make the desired changes to your **Name, Location, Website, Bio**
5. Click **Save changes**. You’re all set!

Username or Twitter handle

If you’d like to change your username because it’s not exactly what you wanted when you opened your account or isn’t representative of your Fitchburg State department or organization ... you can! (Provided nobody else snatched up the name you want along the way.)

Your username appears in your profile URL and is unique to you. It’s used for logging in, @replies, and direct messages. Your **username** can contain up to **15 characters**. In the above example, our username is “**Fitchburg_State**.”

NOTE: Changing your username will not affect your existing followers, direct messages, or @replies. Your followers will simply see a new username next to your profile photo when you update. We suggest you alert your followers before you change your username so they can direct @replies or direct messages to your new username.

Please note that if you change your username, you will use the new username (or your email) to login to your Twitter account going forward.

How do I change my username?

1. **Sign in** to your Twitter account.
2. Click the **gear icon** in the top navigation bar and select **Settings**.
3. If it's not already selected, choose **Account** in the left column.
4. Type in the **Username** you would like to use in the top box. If the username is taken, you'll be prompted to choose another one.
5. Click **Save changes** at the bottom of the page.

Having trouble?

If you're having trouble with usernames, please see Twitter's username troubleshooting article for more information.

Twitter Background:

To retain continuity between all of our Twitter pages, we ask that you use this background as your background image and our Fitchburg green as your link color.



How do I change my Twitter background & link color?

1. Right click the Twitter background from the **Social Media Page**, choose **Save Image as...** select your **Desktop**, and click the **Save** button.
2. **Sign in** to your Twitter account.
3. Click the **gear icon** in the top navigation bar and select **Settings**.
4. Choose **Design** in the left column.
5. Scroll down to the **Customize your own** section.
6. Click on **Change Background** and then **Choose existing image**.
7. Locate the Twitter background you saved to your desktop and click **Open (PC)** or **Choose (MAC)**
8. Choose left for your **Background position**.
9. Type in **#1C540E** for both the **Background color** and **Link color**.
10. Choose a white transparent **overlay**.
11. Click **Save changes**.

Customize your own

See your changes instantly; they're not saved until you click "Save changes." [Learn more.](#)

Background



Change background ▾



Maximum file size of 2MB



Tile background

Background position

Left

Center

Right

Background color



#1C540E

Link color



#1C540E

Overlay

Black

White

Save changes

Other Social Media Sites:

At this time, we are only including guidelines for Facebook and Twitter pages. In the future, we will notify you when we have added guidelines for any additional social media sites and include that information here.

Questions?

If you have any questions about these Social Media Guidelines, please [contact the Digital Marketing Manager.](#)

These guidelines were last updated: April 2, 2013. Portions of the document were adapted from [Facebook](#) and [Twitter's](#) online Help Centers.

DRAFT

My daughter, Lindsay Grajek, moved from Michigan to Massachusetts, during her Sr. year of high school. She is figure skater and a member of the 4-time World Bronze Medalist / 21-time US National Championship Haydenette Sr. Synchronized Figure Skating Team, out of Lexington, MA. They represent Team USA and the US Figure Skating Team at the highest level. Lindsay is also a current member of the US "Dream Team", which is a group of elite skaters who mentor and coach younger skaters, across the country.

Lindsay is heading into her 3rd year at Fitchburg State. Fitchburg has been wonderful, in offering Lindsay the opportunity to reduce her tuition through enrolling in GCE courses, as she is unable to afford the out of state tuition, on top of skating expenses. Lindsay is also employed as a Lifeguard, at the FSU Rec Center.

Lindsay travels internationally to compete with her team, juggling school and work. This December, US Figure Skating has asked her team to represent the USA, at the **World University Games**, to be held in Italy. This will be on top of competing Internationally in January and April.

Her manager would like a contact name at each skater's university, to communicate travel dates and provide information on the World University Games. Would you be able to provide a contact, possibly?

Thank you so much. Below is Lindsay's bio from last year - they have not updated for the coming season, yet. Lindsay lists Fitchburg State as her university on her bio, as well as all team documentation.

Website gives value scorecard to colleges

By Jacqueline Reis, TELEGRAM & GAZETTE STAFF

jreis@telegram.com

18 comments | Add a comment

WORCESTER — Plenty of factors are in play when students pick a college, and a locally developed website hopes to simplify a few of them.

CollegeValue.info, a new, free website created by Mark P. Bilotta, former CEO of the Colleges of Worcester Consortium, takes average net price, graduation rate and loan default rate figures from the federal Department of Education's [College Scorecard](#) and combines them into an assessment on whether the college is a good value. All the figures are from 2011 data.

Net price is the average yearly price charged to students receiving financial aid.

There are no opinions involved, he said, just numbers. The site helps prospective students see how someplace with a high price tag can still be a good value, while raising questions about others.

Some higher education officials have criticized the rating system and questioned how each factor is weighed in the formula. However, Mr. Bilotta would not provide details on the formula. He said that information is proprietary.

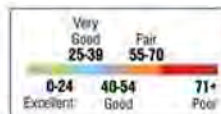
Mr. Bilotta said the impetus for the website was to help students and their families in selecting a college.

"You just want to arm them with as much easy-to-understand data as possible," Mr. Bilotta said. "We hear students talking about their student loans their senior year in college ... but really the ideal time is when students are high school seniors for families to

Evaluating colleges

Area colleges

CollegeValue scores for local undergraduate colleges based on tuition cost, graduation rate and ability of graduate to repay loans:



College	CollegeValue score & rating	Avg net price	Grad rate	Loan default rate
Fitchburg State	27	\$10,929.00	47.2%	4.1%
Holy Cross	28	\$22,778	91.4%	3.3%
Clark	34	\$23,926	79.5%	3.6%
Worcester State	36	\$12,354	46.9%	9.2%
Assumption	42	\$25,583	67.4%	4.3%
WPI	48	\$34,336	76.3%	2.6%
Mt. Wachusett CC	54	\$6,643	16.2%	12.5%
Anna Maria	55	\$23,259	48.7%	7.2%
Nichols College	59	\$23,493	43.5%	14.5%
Quinsigamond CC	70	\$9,372	13.9%	11.9%
Becker	105	\$24,501	26.9%	13.8%

Source: www.CollegeValue.info

T&G Staff/DOH LAMC@GLOBE-NET

consider what's affordable and is it going to be a good value for the student."

The site is aimed especially at people considering spending \$15,000 or more a year on college. "That's where we're trying to caution folks," he said. "A good rule of thumb is that you should probably not borrow more than your anticipated first-year salary."

Students might get different answers from the site about the same school depending on what cost information they plug in. The data from the federal College Scorecard are the most general.

For a more tailored value assessment, students could go to the college's website and use their net price calculator to estimate what it would cost to attend the school. A student who is accepted at the school could return to CollegeValue.info with financial-aid letter in hand and enter exactly what the cost would be and see what the value would be, Mr. Bilotta said.

He spent 25 years on the administrative side of higher education and left the consortium this year when its members decided to split it into two pieces.

Not everyone is thrilled with CollegeValue.info.

Michael Warshaw, a spokesman for Becker College, which the site ranks "poor," issued a statement saying the college relies on entities like the Princeton Review "which bases its rankings on original research and a wide variety of qualitative and quantitative metrics, and which just ranked Becker among the 378 best colleges for the second year in a row." He also cited specific programs at Becker, such as video game design, veterinary technology and the school's undergraduate nursing program.

A spokeswoman at Anna Maria College, which was ranked "fair," noted that AffordableCollegesOnline.org recently ranked it in the top 25 colleges in the state in terms of lifetime return on investment. Spokeswoman Paula Green also said, "The most important variable for students and families to consider when looking for the right college is fit; will the student be able to connect academically, socially and emotionally with the academic programs, campus life and values of the institution."

Richard Doherty, president of the Association of Independent Colleges and Universities in Massachusetts, had a similar concern. "Trying to sort of reduce analysis of what the right school is for a particular student and their family to a single number, I think, is something we should probably be steering away from," Mr. Doherty said.

CollegeValue.info states on its website "Select a college for its fit AND [CollegeValue!](http://CollegeValue.info)" and Mr. Bilotta said he is trying to get people "to be more price sensitive without sacrificing quality." Depending on the school, "private schools can be just as affordable, if not more," he said.

Steven Budd, interim vice president of enrollment and student services at Quinsigamond Community College, said community colleges "wring their hands" about any statistic that uses their graduation rate. Many students just come for a couple of courses to improve their job prospects or attend for two years, then transfer to a four-year institution without formerly receiving their associate's degree.

"They're satisfied customers in terms of what they got out of being here, but for us, that's a negative statistic," Mr. Budd said.

The information from the federal College Scorecard might overstate the cost of attending Quinsigamond, which the scorecard puts at \$2,729 more per year than Mount Wachusett Community College. Determining cost of attendance at a community college is a little murkier than at a school with dorms, because there is no fixed room and board price, said Quinsigamond spokesman Josh Martin. He pointed out that if you enter just tuition and fees at Quinsigamond, CollegeValue.info ranks it "good."

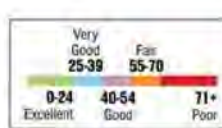
"When I say that students really have to do a little research and to think about their options, I'd start with sites like that," Mr. Budd said. "But then I'd ask myself the question, 'What goes into the numbers?' and I'd dig a little deeper."

A spokesman for Worcester State University, which ranked "very good," declined to comment.

Mr. Doherty of AICUM noted that the data from the federal College Scorecard that CollegeValue.info uses have graduation rates calculated over six years for students at four-year schools. He isn't sure that's an accurate measure of value, he said. He would also like to know exactly what weight Mr. Bilotta's formula gives to each factor, he said.

Evaluating colleges U.S. colleges

CollegeValue scores for select national undergraduate colleges based on tuition cost, graduation rate and ability of graduate to repay loans



* Excludes for-profit schools

College	CollegeValue score & rating	Avg net price	Grad rate	Loans default rate
U. of Virginia (main)	15	\$15,762	93.9%	2.3%
U. Mich. - Ann Arbor	17	\$14,074	89.5%	1.6%
U. Cal. - Berkeley	20	\$15,589	90.5%	2.6%
Harvard U.	20	\$18,277	97.4%	1%
Stanford U.	23	\$21,421	96.1%	1%
Chicago State	36	\$14,797	21%	15.2%
Louisiana State	76	\$7,054	12.1%	17.1%
Texas Southern	102	\$9,186	11.8%	23.9%
DeVry - Georgia*	123	\$25,379	25.7%	24.1%
U. of Phoenix*	181	\$23,203	15.0%	26.4%

Source: www.CollegeValue.info

T&E Staff/DON LANDOVEN JR.

[Enlarge photo](#)

Sunday, August 25, 2013

Business People

Robin E. Bowen, who came to Fitchburg State University in 2011 as the school's vice president for academic affairs, has been promoted to executive vice president/provost at the university. Bowen's major duties will continue to focus on academic affairs, though her responsibilities will now make her second in command for overall administration and leadership at Fitchburg State.



Ms. Bowen

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THURSDAY, May 16, 2013

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75 cents

TO SPEAK AT FSU GRADUATION From Lancaster roots, Deitemeyer made mark

By Alana Melanson

amelanson@sentinelandenterprise.com

FITCHBURG — When Michael Deitemeyer was growing up in Lancaster, he never thought about leaving New England, never mind moving all over the country for work.

Now the president of Omni Hotels & Resorts, based in Dallas, Texas, Deitemeyer has lived in several U.S. cities and traveled all over the world, and will be returning to his alma mater, Fitchburg State University, to deliver the address at the 117th Commencement Exercises undergraduate ceremony on Saturday.

Please see **SPEAKER/9**



COURTESY PHOTO

Michael Deitemeyer, president of Omni Hotels & Resorts, will deliver the FSU commencement address Saturday.

Deitemeyer to share message at FSU: Challenge yourself

SPEAKER/From Page 1

Born in Clinton, Deitemeyer, 48, had to work throughout school to support himself and was the first person from his family to attend college. He chose to attend then-Fitchburg State College as a commuter student and majored in business with a concentration in accounting. He had no idea what he would do with his degree other than find work in an accounting firm, until he found a summer internship opportunity that changed his life.

"I interviewed with a bank, a grocery store and a Marriott Hotel in Worcester," Deitemeyer said. "As a kid I'd always camped, and I'd been out of New England twice in my life. This hotel was fairly new and something exotic to me, and I accepted right way."

Managing the inventory for the hotel and its gift shop, he quickly took a liking to the industry and found the experience invaluable. Deitemeyer was offered a paying job and worked in the hotel's accounting office during his senior year. Two weeks after he graduated from college in 1986, he found himself packing up and moving to Charlotte, N.C., to work in a Marriott there.

Not knowing a single soul in the entire state, Deitemeyer said he threw himself into his work.

"It was more about fear of failure than passion for success at that point," he recalled.

Working for Interstate Hotels Corp., the biggest franchise of Marriott Hotels, he was moved a year later to Memphis, Tenn., to open up a brand new hotel. He was later moved to Minneapolis, Minn., then back to Memphis, then to Corpus Christi, and he's stayed in Texas ever since. He left Interstate for TRT Development Co., which bought the Omni Hotels brand in 1996, and worked his way up the ranks. When Deitemeyer began working for TRT, the company ran only three hotels. At the end of this year, Omni will operate 60 hotels in most major North American cities with a projected \$2 billion in revenue.

Deitemeyer also serves as chairman for the international Global Hotel Alliance, which runs marketing and loyalty programs for hotel brands such as Doyle in Ireland, Pan Pacific in Singapore and Mirvac in Australia.

"I've been able to travel all over the globe, for a kid who never really wanted to do that," he said. "At the time at graduation if you'd asked me if I had any desire to leave the U.S., I would've said no. That's certainly changed over the years."

As Deitemeyer moved around, he

became excited about seeing and learning about new places, and says the experience helped him to grow tremendously.

"I developed a passion for exploration, for getting out and doing things," he said.

That passion has benefited him in the experiential nature of the hotel industry.

"It's dynamic, and ever-changing. It's 365 days a year, 24 hours a day," Deitemeyer said. "You meet fascinating people."

When he met his wife, Sherri, in Charlotte, he was earning only \$14,500 per year. Today, he can afford to send his youngest daughter, Rileigh, 14, to an exclusive private school in Dallas that he had to write a parent application essay for. She'll also have the opportunity there to spend a semester in China. At her age, Deitemeyer said, he was afraid to leave Central Massachusetts.

"She's 14 and has vacationed in eight different countries already; I had been on a plane once going to Florida before I graduated college," he said. "She spent 10 days in Hong Kong for Thanksgiving—very different than going to my grandmother's house growing up."

Deitemeyer said he's proud that he's been able to give Rileigh and Hayley, 17—who will attend the



COURTESY PHOTO

"I'm thankful for everybody who's helped me along the way, and certainly, Fitchburg State has been a part of that," said alumnus Michael Deitemeyer, president of Omni Hotels & Resorts.

University of Oklahoma this fall to study marketing—a global perspective, but he tries to keep them grounded through volunteer work. He remembers his roots, and

takes satisfaction in the fact that his business now manages the Mt. Washington Hotel in Bretton Woods, N.H.—a hotel he could never afford to stay in during childhood trips to the White Mountains.

His girls may be Texans, but they root for the Patriots, and he has an autographed Bobby Orr Bruins jersey hanging in his office.

While Deitemeyer didn't start out with much and didn't attend an Ivy League school, he says with the right work ethic and the right attitude, you can do big things.

"I'm thankful for everybody who's helped me along the way, and certainly, Fitchburg State has been a part of that," he said.

When Deitemeyer returns, he'll tell the new graduates to think of themselves as a brand, to take chances, work hard, challenge themselves, embrace change and be open to new ideas. He'll remind them that how they tackle problems can earn them trust and respect, and can help define their careers.

Deitemeyer will also tell current students to work to get as much out of their FSU experience as they can.

"It can be a great foundation to a very successful future," he said.

Follow Alana Melanson at facebook.com/alanasentinel or on [@alanamelanson](http://Twitter).

Fitchburg State grads told to be resilient



The main quadrangle was crowded during Fitchburg State's commencement. (T&G Staff/PAUL KAPTEYN)

By **Paula J. Owen TELEGRAM & GAZETTE STAFF**

[Add a comment](#)

FITCHBURG — The main quadrangle at Fitchburg State University was packed with friends and family waiting to congratulate the nearly 600 graduates at the school's 117th commencement and to celebrate their achievements with them.

Michael J. Deitemeyer, president of Omni Hotels and Resorts and a 1986 FSU graduate, delivered the

address at the undergraduate ceremony under warm, sunny skies.

Mr. Deitemeyer, who studied business and accounting at FSU, said it was an internship during his college years that set him on a successful career path.

The first-generation college grad, who grew up in Lancaster, told the graduating class that he managed to graduate despite the exhaustion of studying and commuting, while balancing his course load with a full-time job during all four years of college.

FSU President Robert V. Antonucci presented Mr. Deitemeyer and acclaimed documentary filmmaker John M. Antonelli, who also attended FSU, with honorary doctorates of humane letters.

Mr. Antonucci asked everyone at the ceremony to observe a moment of silence for those affected by the Boston Marathon bombings and for one of the graduates who was missing.

FSU senior Robert E. Adriano died in recovery at Cambridge Health Alliance Hospital after a heart operation less than a month before his graduation, Mr. Antonucci said.

The accounting major from Manila, the Philippines, was an example of a "student making it in the States," Mr. Antonucci said, who made his family proud.

Though Mr. Adriano didn't make it to his graduation, Mr. Antonucci awarded him a bachelor's degree in business administration.



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"Playing Sinatra" director Kelly Morgan, left, directs cast members Katharine Cullison, Austin Pendleton, center, and Richard McElvain. Morgan and McElvain are Fitchburg State faculty members.

FSU faculty 'Playing Sinatra' in NYC

FITCHBURG — Fitchburg State University theater faculty Kelly Morgan and Richard McElvain are in New York City mounting the American premiere of playwright Bernard Kops' "Playing Sinatra," which will run at the national award-winning Theater For The New City Sept. 15 through Oct. 6.

Several Fitchburg State students and alumni are also working on the production, onstage and behind the scenes.

The play tells the story of adult siblings in London who resist their lonely future by idolizing Frank Sinatra. Norman can't leave their family nest; his sister, Sandra, knows she must. Her new friend, Philip, is drawn into their trap to escape his painful past.

Morgan is directing the show, which stars Austin Pendleton,

Katharine Cullison and McElvain.

Morgan first directed McElvain at Fitchburg State 16 years ago, and said he thought at the time that McElvain's talent — often featured on stages across Boston — belonged in New York City. With "Playing Sinatra," McElvain is making his professional New York debut.

Morgan is also thrilled that so many Fitchburg State students and alumni are having a professional theater experience.

"All of them are going to workshops with people that we know here," Morgan said. "We're setting up a formal theater alumni group. There's so much opportunity here."

"It's been a whirlwind," said McElvain, describing his experience with the play. "It's a really interesting, different character, which I thought would challenge me and change me."

Like Morgan, McElvain is pleased that Fitchburg State students are gaining life experience through the production. "They're getting a real dose of what it takes to mount a production in New York," he said. "They're doing very, very well."

Incoming Fitchburg State senior Thomas Karner of Hopkinton has appeared in several campus theater productions, including "Romeo and Juliet," "August: Osage County" and last year's "(Sacco-Vanzetti) Vince, Al & Teddy," in which he co-starred with McElvain under Morgan's direction. For this play, Karner is the second understudy for McElvain and is also working as a production assistant, helping prepare and publicize the show.

"It's very, very eye-opening,"

Please see **SINATRA/8**

FSU faculty premiering 'Playing Sinatra' in NYC

SINATRA/From Page 7

Karner said of his experience in New York. "I'm excited to be here."

Kimberlee Connor of Auburn will spend her fall in New York City completing her formal internship for the theater program. For this play, Connor is an understudy for Cullison and is also working as assistant stage manager and production assistant.

"I'm trying to be a sponge," she said, describing how she's watching the actors and crew mount the production. "You benefit the most from on-scene experience."

Connor plans to stay in New York after the production wraps to audition.

"There's so much opportunity down here," she said.

John Ardini of Billerica, who starts his senior year at Fitchburg State next month, made his stage debut this spring in "(Sacco-Vanzetti) Vince, Al & Teddy" and said he was delighted to accept Morgan's invitation to join the production in New York. Ardini is a psychology major who just added a theater minor.

"It's a big change from being a student," Ardini said of the professional theatrical experience, where he will serve as the second understudy for Pendleton. "We rehearse right through the day, fairly intense hours."

Other Fitchburg State students and recent graduates are also working on the production, from understudies to technical crew and even graphic design for the poster and program. Morgan

said he was gratified that the students are getting the experience of building a professional production.

"They really see that we practice what we preach," he said. "We're out here providing opportunities for them."

Morgan will return to campus for the start of the fall semester, but McElvain will remain with the cast in New York through early October.

"Playing Sinatra," at the Theater For The New City, 155 First Ave. at E. 10th St., will be performed in previews Sept. 12-14 and opens Sept. 15. Performances will be at 8 p.m. Wednesday through Saturday with matinee performances Sunday at 3 p.m. Tickets are \$15, general admission, and can be purchased by calling the box office at 212-254-1109 or by visiting theaterforthenewcity.net.

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TUESDAY, July 2, 2013

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FSU to freshmen: Bring your families

By **Alana Melanson**

amelanson@sentinelandenterprise.com

FITCHBURG — For decades, Fitchburg State University has been a welcoming institution for first-generation college students.

Now, the school is welcoming the parents of those students and giving them a chance to experience first-hand what college is like.

Beginning with the upcoming fall semester, parents of entering freshmen who are first-generation college students will have an opportunity to take one free course at the university.

Please see **FSU/5**

FSU to freshmen: Bring families

FSU/From Page 1

President Robert Antonucci, himself a first-generation college student at the school in the 1960s, said 300 eligible families have already been identified and are being contacted to participate in the program, which has been named Family First.

“I was taken by surprise when I came back as president,” he said. “I graduated in 1967, and my inclination was, the school must have changed in terms of first-generation students over all those years. I was surprised to see there’s still a large number of first-generation students coming to Fitchburg State.”

Wanting to further incorporate those families into the university setting, Antonucci worked with Robin Bowen, Fitchburg State’s vice president for academic affairs, to create a program he says will give the parents of first-generation college students a better understanding of what higher education is about and its value.

Eligible parents will be able to enroll in one free undergraduate day or evening course without prerequisites, on campus or online, in either the fall 2013 or spring 2014 semester. Tuition and fee charges for the course are waived, but participants are responsible for their own books, supplies and transportation. The course may be taken for

college credit, in case it may ever be applied toward a degree, or as an audit, if the participant wishes.

Antonucci said there are open, introductory classes in most subject areas, and that the program will not interfere with regular students’ ability to enroll in the classes they need.

He said he wants to make sure the parents don’t feel anxious about the offer or that the school is judging them.

“It’s just an opportunity for them to understand what happens here at Fitchburg State,” Antonucci said.

It may also open them up to the idea of furthering their own education by becoming students themselves, he said.

“Three hundred families is a lot of families,” Antonucci said. “But the good thing is, their son or daughter is coming here and accessing higher education.”

If the program works well, Antonucci said it could be opened to parents of first-generation college students in their sophomore, junior or senior years.

For more information, contact Nancy McLaughlin of the Office of Enrollment Management at 978-665-3435 or nmclaughlin@fitchburgstate.edu.

Follow Alana Melanson at [facebook.com/alanasentinel](https://www.facebook.com/alanasentinel) or on Twitter @alanamelanson.

FSU offering free course for parents

By **Priyanka Dayal McCluskey**, TELEGRAM & GAZETTE STAFF
pdayal@telegram.com

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FITCHBURG — Along with the new batch of freshmen

who start at Fitchburg State University in September, there may be others who have never seen the inside of a college classroom.

The public university is opening its doors to the parents of first-generation freshmen — students who are the first in their families to attend college. Parents of these students will be allowed to take one course this school year for free. Classes typically cost more than \$1,000 each.

"We want to be accessible," said Robert V. Antonucci, president of FSU, who was himself a first-generation student at the college many years ago. "We want our first-generation students to become successful."

The university identified 325 families — representing more than one-third of the freshmen class — who were eligible for the new program, called Family First. Fewer than a dozen people have expressed interest in the program so far. The first student registered last week. Mr. Antonucci said it may take time for word of the program to spread, and that he won't measure its success by the number of people enrolled.

Parents who opt to enroll in the program have about 160 introductory-level classes to choose from, covering a range of subjects from math, writing, government and world civilization, to health, art, music and philosophy.

The classes will allow some parents to get a flavor of college life. For others, it may be impetus to get a degree or finish a degree started years earlier.

"It will be different things for different people," said Robin E. Bowen, executive vice president and provost at FSU, where about half the students are commuters.

Ms. Bowen thought up the Family First program after talking to a friend who works in higher education in Oregon. She mentioned that FSU has a lot of first-generation students, and he asked: What about their parents?

The goal of the program, administrators say, is to increase access to the university. FSU may even gain new students from the program if one free class is enough to convince people to further their education.

"I saw it as a public service... but also trying to help people achieve what they can achieve," Ms. Bowen said.

FSU administrators don't know of any other local colleges that offer free courses to parents of first-generation students.

Mr. Antonucci said the program could help generate buzz about the university. It may also encourage parents who otherwise would skip family events on campus to attend. "It's another way of linking with the community," he said.

In Fitchburg, 35 percent of residents have a high school diploma, about 10 percent have an associate degree and about 20 percent have a bachelor's degree or more, according to the U.S. Census Bureau.

The state Department of Higher Education doesn't track the number of first-generation students in Massachusetts; those figures are collected by individual schools. FSU asks first-generation students to identify themselves in their applications, but the question is voluntary.

A spokeswoman for the Department of Higher Education said Massachusetts' public colleges and universities educate 59 percent of the state's African-American and Latino undergraduates, and 72 percent of its undergrads who are 25 and older. Those groups of students tend to include many who are the first in their families to attend college.

FSU has historically reached out to nontraditional students. In 2004, the college launched Adult Learning in the Fitchburg Area, a program that educates local seniors for just \$25 a class.

"We knew we wouldn't get hundreds of parents to do this, but it's one other way of getting a parent from the community really understanding what college life is all about," Mr. Antonucci said. "It's just one more program that says we want you to come here."

Contact Priyanka Dayal McCluskey at pdayal@telegram.com. Follow her on Twitter @Priyanka_Dayal.

Colleges eyeball wasted french fries

By Paula J. Owen

TELEGRAM & GAZETTE STAFF

If you think carbon dioxide is bad, try methane gas on for size — a very potent greenhouse gas that is a key contributor to global climate change and is more than 21 times stronger than CO₂, according to the U.S. Environmental Protection Agency.

Methane is emitted by natural sources such as wetlands, as well as during human activities, such as leakage from natural gas systems and the raising of livestock, the EPA says. It is the second most prevalent greenhouse gas emitted in the United States from human activities.

With landfills producing around 17 percent of methane

emissions, largely from food waste, it is no wonder the EPA is pushing for food-waste reduction with the EPA's Food Recovery Challenge.

Twenty-three colleges and universities in New England, three of them in Worcester, are participating in the program

Turn to **Food waste**/Page A7

Food waste

From Page One

and working to reduce food waste.

In 2011, the 11 New England colleges and universities participating in the challenge recovered nearly 4,550 tons of food.

This year, participation has more than doubled, with additional schools joining the effort to cut the amount of food that goes to waste.

The EPA announced the partnership with the schools in honor of Earth Day. The Food Recovery Challenge aims to reduce the 1.64 million tons of food wasted each year in the six New England states by encouraging organizations to reduce, donate and recycle as much of their excess food as possible, which saves money, feeds the needy and helps protect the environment, the agency says.

Colleges and universities that joined the program this year in Worcester are Assumption College, the College of the Holy Cross and Worcester State University.

Michael Ward, director of dining services at Assumption, said the school is using the Oregon-based LeanPath, which partners with Sodexo food services to track and monitor where the college generates pre-consumer waste through the overproduction of food.

"We produce food in small batches, and when there is too much at the end of the meal period, they track it for more efficiencies," Mr. Ward said. "Even employees are registering waste."

At the pre- and post-consumer end, he said, the college introduced composting, and all waste goes to a commercial composting facility in Marlboro.

"We divert over 90 percent of waste generated from our facility," Mr. Ward said. "Assumption is 17th in the country for its contributions in dining service sustainability activity."

Additionally, he said, the all-you-can-eat student dining facility works with students to reduce food waste.

Mr. Ward said that in March, the school placed a scale at the window where students return their trays to weigh food waste.

It averaged about 2 ounces of solid food waste per student and 1.75 ounces of beverage, he said, equating to about 40,000 pounds of food and 35,000 pounds of liquid waste a year.

"They're throwing away a considerable amount of food," he said. "When you are using those kinds of numbers, people take notice of that. Next year, we'll highlight the data and incentivize them to reduce by offering an over-the-top meal like a steak dinner to inspire them to curb that waste."

Whenever possible, Assumption also donates food to Rachel's Table, the Worcester County Food Bank and a local veterans' shelter, he added.

At Worcester State University, sustainability coordinator Steven M. Bandarra said Project Clean Plate challenges students



Cafeteria workers David Taylor, left, and Jaydden Burgos clear uneaten food from trays coming in to be cleaned in Fitchburg State University's dining hall on Thursday.



Phil Bowers is Fitchburg State University's director of dining services.

to reduce waste.

"The EPA's challenge goes along with our philosophy here and fits in with what we were already doing to reduce, reuse and recycle," Mr. Bandarra said.

Since January, the school has composted 2 tons of food waste per month on average, he said, which is hauled away to a commercial composting facility. That includes biodegradable cups, napkins and flatware and vegetable and fruit trimmings from the kitchen.

The school also stopped using trays a few years ago, he said, which reduced food waste by about 10 percent.

"It is easier to take a lot more food when you have a tray to put it on," Mr. Bandarra said. "What is that saying? Your eyes are bigger than your stomach? There are so many simple, little things you can do that make a big difference. Going trayless is one of those things."

The school also donates to homeless shelters, he said.

"You don't want to waste food when there are people going hungry," he said. "You don't

want to waste food or money. And, everything about food has to do with carbon: growing food, transporting it and food waste. If you're not wasting, you're producing less carbon and using less energy."

At Fitchburg State University, efforts to reduce food waste are ongoing. The school plans to join the EPA's challenge next year.

"We try to educate the consumer (students) to eat what you take and take only what you are going to eat," said Phil Bowers, director of dining services at FSU. "Students are aware what is post-consumer waste."

This week, the school weighed the food waste from students' trays, he said. It totaled 774 pounds in one day of just food, he said.

"It doesn't take many french fries to add up to several ounces or a pizza crust," Mr. Bowers said. "It adds up fast."

Moreover, for more than a decade the school has sent about 15 tons a year of composted material to a local pig farmer, who pasteurizes the food for the pigs. "It is not post-consumer

Food waste

Wasted food has economic, environmental and social impacts. Much of this "waste" is not waste at all, but actually safe, wholesome food that could potentially feed millions of Americans. Excess food, leftovers and scraps that are not fit for consumption and donation can be recycled into a nutrient-rich soil booster.

■ Around **35 million tons** of food waste was generated in 2010, **97%** of which was thrown away into landfills or incinerators.

■ More than **14%** of households in the U.S. were food insecure in 2009, meaning they did not know where their next meal would come from.

■ Wasted food means wasted money for businesses and residences.

■ Food decomposes in landfills to generate methane, a potent greenhouse gas.

Source: www.epa.gov

waste, so it is not contaminated or commingled with anything," he said. "It is fairly good quality that would otherwise end up in the landfill."

A few times a week, FSU also donates to the local shelter Our Father's House, he said.

FSU biology professor Christopher M. Picone, who serves on FSU's Sustainability Advisory Committee, said food waste is wasted energy, as well as materials.

"What happens to waste after you throw it? It ends up in the landfill," Mr. Picone said. "It is not like leaf litter in the forest: Landfills are anaerobic — low oxygen — and food waste rots and turns into harmful gases. Methane is much more harmful than carbon dioxide."

He said there is also a social justice aspect to it.

"All of the food waste in North America and Europe is three times the food needed to feed all the hungry people on Earth," he said. "That is another reason not to throw the stuff out. Even if you don't care about the environment, it is just a slap in the face to social justice."

Contact Paula Owen at powen@telegram.com. Follow her on Twitter @PaulaOwenTG.

Events happening in the next seven days in Central Mass. and beyond

TEN THINGS TO

DO

Theater
 Arts • Music
 Clubs • Movies
 Dance • Galleries
 Food • Events
 Outdoors



On Campus

Life after 'Idol'

Sure, a lot of "American Idol" viewers swooned to Jacob Lusk's rich, gospel-infused voice and were disappointed when he was voted off in Season 10. But then — unless you're the breed of hard-core fan who follows these things obsessively — he pretty much fell off the cultural radar.

But evidently, he — and a number of other "Idol" alumni — haven't been, ahem, idle, and you can see Lusk perform with fellow "Idol" stars Gina Glocksen, Karen Rodriguez and Von Smith in American Stars in Concert at 8 p.m. April 27 in the Weston Auditorium of Fitchburg State University, 353 North St., Fitchburg. (978) 665-3347 or (978) 665-3709. \$30; Fitchburg State University students and children 18 and younger, \$15. (Victor D. Infante)

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MOVE-IN MANIA AT FSU...



Incoming freshmen and their parents lined up to get their stuff into Fitchburg State University's freshman dorm, Aubuchon Hall, on Tuesday morning. It was move-in day at the university. Fall athletes were on hand help out, as they had already moved in a few weeks ago. **View slide show at sentinelandenterprise.com.** SENTINEL & ENTERPRISE PHOTOS / JOHN LOVE

New students eager to get going

By Alana Melanson
amelanson@sentinelandenterprise.com

FITCHBURG — Fitchburg State University was abuzz with activity on Tuesday, as new students moved into dorms and became acquainted with the campus. Sean McNally, 19, of North Andover, said it was hectic as he moved into Russell Hall in the morning. By afternoon, things had calmed down, as freshmen and transfer students got to know one another through ice-breaker games led by returning students. McNally said he chose FSU for everything it had to offer, especially its criminal-justice program.

"They have a program in their criminal justice where if you do two years and succeed, then you can transfer over to a program in Washington," he said. McNally hopes to take advantage of that program and eventually become a member of the Secret Service. Samantha Cahalane, 18, of Fitchburg, moved into Aubuchon Hall Tuesday. She said



Freshman Lindsey Nazzaro, 18, of Quincy, unpacks in her new room with the help of her father, Marty Nazzaro.

she wanted to commute from home, but her mother convinced her to live on campus. "I want to be a special-ed teacher," Cahalane said. "Out of everywhere I've looked, this is probably the best place

to do special ed." She said she wants to work in the field because her 11-year-old sister, a student at McKay Arts Academy, is on the autism spectrum. Cahalane said she also partici-

pated in Unified Track while a student at Fitchburg High School, a program that pairs special-ed and regular students together. Please see **FSU/5**



Members of the Fitchburg State University women's soccer team were among those on hand to help freshmen move in to Aubuchon Hall on Tuesday. From left are freshman Alexa Sterner, 18, junior Sarah Haley, 20, junior Devin Donnelly, 19, sophomore Kristin Kelley, 19, and senior Jillian Kirouac, 21.

SENTINEL & ENTERPRISE / JOHN LOVE

Fitchburg State freshmen, transfers settle in on campus

FSU/From Page 1

James Lambert, 19 of Medway, also moved into Aubuchon Hall on Tuesday. He chose FSU because he'd had some friends who had attended and heard only good things about the school.

Lambert is undecided on a major, but "hopefully after the first semester, I'll choose one," he said.

Katlyn Glennon, 19, of Townsend, a sophomore who transferred from Plymouth State University in New Hampshire, came for FSU's human-services program. She said she hopes to soon specialize in social work. She wanted to live on campus, but her parents bribed her with a new car to commute.

"Living right nearby, I've seen the university grow into what it is today," Glennon said. "It's much more prestigious. I'm very excited."

University President Robert Antonucci said the school year is off to a terrific start.

During a new-student convocation Tuesday, he said he impressed upon the 1,100 new students the importance of academics and the investments made in them by their parents, the university and themselves to get to this point, starting a new phase of their lives.

Antonucci encouraged them to take advantage of everything the university has to offer, because going to college is more than just taking

courses.

"It should be a time when they grow, both as a student and as a person," he said. "And all the ingredients for them to succeed are here."

At the reception for all accepted students in the spring, Antonucci had promised all students who enrolled at FSU that he would give them a hat. On Tuesday, he made good on that promise, giving each new student an FSU hat, purchased by the university foundation.

Returning students move in today, with fall-semester classes beginning Thursday.

Follow Alana Melanson at [facebook.com/alanasentinel](https://www.facebook.com/alanasentinel) or on Twitter @alanamelanson.

Minutes of Meeting Held on September 10, 2013 at 3:00 p.m.

FITCHBURG STATE UNIVERSITY BOARD OF TRUSTEES MEETING
Tuesday, September 10, 2013
3:00 p.m.
President's Conference Room
300 Highland Avenue, Fitchburg, MA 01420

Trustees Present: Robert Babineau, Jr., Anna Maria Clementi, Nathan Gregoire, Don Irving, Michael Mahan, Anthony Mercadante, Frank O'Donnell, Cynthia Stevens, Carol Vittorioso

Trustees Absent: Martin F. Connors, Jr., Gladys Rodriguez-Parker

Also Present: Robert V. Antonucci, Robin Bowen, Jay Bry, Stan Bucholc, Cathy Canney, Cathy Daggett, Gail Doiron, Jenny Fielding, Chris Hendry, Kelli Lundgren, Jessica Murdoch, Michael Shanley, Steve Swartz, Paul Weizer

The meeting was called to order by Chairman Vittorioso at 3:00 p.m.

Chairman Vittorioso opened the meeting requesting any public comments.

President Antonucci introduced and welcomed Ms. Jenny Fielding, the new MSCA Chapter President.

The consideration of the Board of Trustees minutes from April 30, 2013 were presented.

Upon a motion duly noted by Mr. Mercadante and seconded by Mr. Gregoire it was

Voted: to approve the minutes of the meeting held on April 30, 2013 as presented.
(9-0)

The president then discussed the review of the FY2013 president goals and the FY2014 goals. He stated that there are new guidelines set forth by the Board of Higher Education for the appraisal and hiring of university presidents. As part of those guidelines, the Chairman of the Board must submit the appraisal of the previous academic year goals along with a recommendation for a salary increase to the Commissioner.

President Antonucci then stated that the accomplishments would not be possible without the executive team and the entire staff of the university. He stated no one person could accomplish them all. He then spoke about some of the major accomplishments listed in the Board book. Mr. Mahan asked whether there were any goals not met from last year. The president responded that deferred maintenance is always something missed along with the First Year Experience, which is costly and has not been pursued aggressively to date. He also mentioned

that he expressed his concern for enrollment numbers, however everyone pulled together over the summer and exceeded the enrollment numbers.

The president also mentioned that Ms. Kay Reynolds, Director of Admissions has resigned. We are lucky to have an assistant director that will fill in until a replacement is found.

The president then reviewed the goals as well as the Vision and statewide collaborations as outlined in the Board book.

Upon a motion duly noted by Mr. Irving and seconded by Mr. Gregoire it was

Voted: to accept the summary of the 2012/2013 goal summary as presented.
(9-0)

Upon a motion duly noted by Mr. Irving and seconded by Mr. Mahan it was

Voted: to accept the 2013/2014 goals as presented.
(9-0)

Upon a motion duly noted by Dr. Stevens and seconded by Mr. Irving it was

Voted: to approve a cost of living and an equity adjustment as presented.
(9-0)

Mr. Bry then gave an overview of phase 4 of the Hammond Building. He referenced the Board book, which has schematics for a visual reference. The Phase 4 project is a \$16 million dollar project. Phase 3 is almost complete and includes a new roof, the heating and air conditioning, game room and main lounge renovation. Phase 4 will focus on the first and second levels of the library. Library functions will be temporarily relocated to the third and fourth floors while renovations are taking place. This will allow the library to continue to function. Also included in this renovation is the outside plaza and any ADA issues will be addressed. It is expected that the first and second floors will open in December 2014.

The President pointed out that there are columns located throughout Hammond, but that they are support columns that cannot be removed. However, we have taken steps to make them less noticeable.

Mr. Gregoire asked how students would access the library. Mr. Bry stated they would have to access the library via the third floor. Ms. Clementi asked if the CIC library was still there to which Mr. Bry said that is was.

Upon a motion duly noted by Mr. Mahan and seconded by Mr. Gregoire it was

Voted: to approve the resolution for the Hammond Phase four project as presented.
(9-0)

EXHIBIT A

MASSACHUSETTS STATE COLLEGE BUILDING AUTHORITY

FITCHBURG STATE UNIVERSITY

HAMMOND CAMPUS CENTER

Description of Project

- (a) The carrying out of preliminary work, including obtaining cost estimates, revenue estimates, preliminary design specifications, feasibility studies, surveys, and site analyses to determine the feasibility, approximate size, scope, purposes, location and other characteristics of any building, structure or facility the Authority is authorized by Chapter 703 of the Acts of 1963, as amended, to provide;
- (b) The renovation of the Hammond Campus Center as described herein including building systems and components, furniture, and equipment primarily for the use by students and staff of the University, and their dependents, and which the Authority is authorized by Chapter 703 of the Acts of 1963, as amended, to provide; and
- (c) The carrying out of improvements, renovations, and other work on and the provision and installation of furnishings, fixtures and other equipment for other buildings, structures, or facilities the Authority is authorized by Chapter 703 of the Acts of 1963, as amended, to provide.

Project Overview

- Project is the continuation of the renovations at the Hammond Campus Center building. The previous phases focused primarily on the student center portion of the building such as Event Space, Game Room, Student Development and Student Government offices along with the dining and bookstore. Phase 2, which was DCAM funded also provided for new HVAC equipment and chiller plant along with a new roof. This phase will include the First and Second levels of the Library on the east wing of the Hammond building. Library functions will be temporarily relocated to the Third and Fourth levels to allow the library to continue operating throughout construction. Renovations include bathroom upgrades, new finishes (floors, walls and ceilings), new lighting, fire alarm, HVAC ductwork and controls, fire protection and ADA upgrades. It will also include a new circulation and reference desk, library classroom and expand computer access.
- Project savings from the previous phase of work will be utilized as initial funding for the pre-design phase and pre-construction exploratory and preparatory work. The project revenue source will be an increase in general student fees not to exceed \$300 annually for day undergraduate and not \$10 per credit of GCE classes.

INDICATOR	PRIMARY RESERVE	VIABILITY	RETURN ON NET ASSETS	NET OPERATING REVENUES
Target	25.0%	>1.0	3.0% – 4.0%	2.0% - 4.0%
Fitchburg (FY12)	42.4%	1.0	28.4%	4.0%

Project Budget and Schedule

Budget

Total Project Cost	\$ 15,000,000
Project Fund Deposit	15,000,000
Cost of Issuance/Reserves	<u>1,500,000</u>
Total	\$16,500,000

Schedule

Design Started	August 2013
Construction Start	January 2014
Occupy Completed Facility	December 2014

The president then referenced the Conflict of Interest Policy, which states all Board members must complete the certificate yearly. The forms are in the Board book and are to be returned to Ms. Kelli Lundgren as soon as possible.

President Antonucci also mentioned that the self-assessments of Board members need to be addressed at a future meeting. We will add the topic to a future Board meeting agenda.

Chairman Vittorioso then reviewed the standing committees and also let Board members know if there are any changes they would like to make, to let her know.

Chairman Vittorioso then noted that we have included the notifications of new hires, rehires, resignations, etc. in the Board book. President Antonucci pointed out the promotion of Dr. Robin Bowen to Executive Vice President/Provost, a well-deserved promotion.

Ms. Clementi asked why the salaries for Assistant Professors vary. The president explained that the salaries are all based on a contract formula which can vary depending on education, experience, etc.

The president then moved on to his report. He stated we had a great opening and then showed the PowerPoint presentation given at the Welcome Back program to staff and faculty. He referenced the enrollment slide, which shows the enrollment as the second highest since his tenure. He also referenced some external references regarding college evaluations and rankings. Mr. Mercadante asked if the student to teacher ratio of 16 to 1 helped with enrollment. The president responded yes, that the ratings are favorable to Fitchburg State. There was also a discussion about the exit tests that will be implemented soon. Mr. Mahan stated that there are students that train for the job market and those that are in education and there needs to be a balance. All agreed that exit tests could potentially harm graduates in the job market.

The president then referenced the material located in the Board book including:

- 2013 golf tournament P&L
- Visual Identity and Social Media Guidelines
- Email re: Fitchburg State student Lindsay Grajek
- News articles
- Welcome Back program
- FAVE information card
- Family Weekend brochure

Upon a motion duly noted by Ms. Vittorioso, it was voted by roll call (9-0) to go into Executive Session at 3:42 p.m. to conduct strategy with non-union personnel and to consider the purchase of real property. Open session would reconvene after the conclusion of Executive Session.

The regular Board meeting reconvened at 3:52 pm.

Chairman Vittorioso then gave her report. She stated that the science center was nearing completion and there has been discussion among former Board members, staff, faculty and members of the public regarding the naming of the science center. The Board was in agreement that if it wasn't for the current president, we would not have the science center. The Board fully supports the decision to name the Science center after the Antonucci's.

Upon a motion duly noted by Mr. Mahan and seconded by Mr. Gregoire it was

Voted: to name the science center after the President and Mrs. Antonucci as presented.
(9-0)

In recognition of the extraordinary and exemplary service of President Robert V. Antonucci and his spouse Jeanne S. Antonucci to the university, the Fitchburg State University Board of Trustees desires to name the new science center the ANTONUCCI SCIENCE CENTER.

The next step is to send the recommendation to the Board of Higher Education for approval.

With no further business before the Board, the meeting was adjourned at 4:00 p.m.

Respectfully submitted:

Anna Maria Clementi, Clerk
Board of Trustees