

# Fitchburg State College

*Fitchburg State College is a comprehensive public college committed to providing affordable, life-long learning opportunities in undergraduate, graduate, and continuing education. The College emphasizes the importance of leadership studies, service learning, civic responsibility, ethical development, and international education.*

## COLLABORATIONS

- The Center for Professional Studies convened superintendents from 21 school districts monthly to share information and conduct professional development. Topics include: sharing evaluation instruments for administrators and teachers; Massachusetts General Laws – specific issues for educators; templates for exit interviews, evaluation of professional development, organizational charts; EQA audit helpful hints; data points – what data should be routinely gather during the year and in what time frame; Superintendents’ contracts; developing walk-through tools; and stress management for superintendents and other administrators.
- The College conducted mentor training for 24 mentor teachers from 11 school districts. These mentors were nominated by their principals as outstanding role models for new and beginning teachers. They reviewed the literature and research on effective mentoring practices and met weekly to discuss and apply strategies to situations in their schools. Mentors received stipends from the College or graduate credit. An informal support network was formed and mentors continue to meet this year at the College.
- The 3rd annual Spring Articulation Summit was held as part of the work of the Central Links consortium. The summit brought together over 100 faculty and administrators from over 12 disciplines to review course equivalencies and program articulations with the goal of continuing to update the transfer agreements between the colleges to increase the effectiveness of the student transfer system amongst the four institutions. This program has been very successful in building and enhancing relationships among administrators and faculty and has resulted in improved program articulation.
- Fitchburg State College has partnerships with three community colleges to offer bachelor completion programs for community college students. The programs are a B.S. in Special Education in collaboration with Middlesex Community College, a B.S. in Early Childhood Education in collaboration with Mount Wachusett Community College, and a B.S. in Early Childhood and Elementary Education in collaboration with Northern

Essex Community College. The College offers third- and fourth-year courses on the campuses of the community colleges. These programs provide an avenue for community college students with associate’s degrees to complete their bachelor’s degrees without leaving their home campus. Students seeking a bachelor’s degree may not be able to travel and commit to a full-time day program due to work and family commitments; by providing these completion programs at the community colleges near where they live and work the opportunity for students to realize their educational goals is increased.

## Program of DISTINCTION

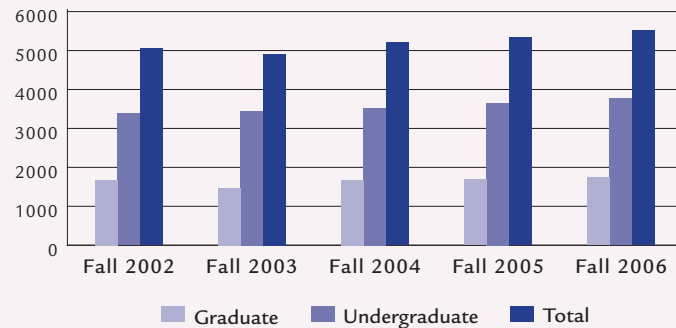
*The Campus Police Department holds membership in and/or collaborates with the Municipal Police Chiefs from Central Massachusetts, the Massachusetts Association of College and University Directors Association, the Massachusetts Chief of Police Association, the Northeast Colleges and University Security Association, and the International Association of College Law Enforcement Association. City of Fitchburg Police and Campus Police departments share police logs, reports, daily crime bulletins, Sex Offender Registry and arrest information. Utilizing IMC software, information sharing opportunities exist with all police departments in the area, as well as UMass Lowell, Westfield State, and Quinsigamond Community College, with additional colleges to be added in the future. Our Campus Police Chief is in frequent communication with the police chiefs of the University of Massachusetts campuses and other state and community colleges. Through shared knowledge and mutual assistance our relationship with other public safety agencies has been strengthened leading to more productive use of personnel, time and equipment. These efficiencies have the cumulative effect of creating and maintaining a safer and more secure environment for the college community.*

- In collaboration with the City of Fitchburg, the Wallace Civic Center Trustees, the Board of Higher Education, and the Department of Capital Asset Management (DCAM), Fitchburg State entered into a 99-year lease of the Civic Center, located at the north end of campus. The Center contains two fully enclosed indoor skating arenas located in two separate buildings including the Gaetz Arena and the Carmelita Landry Arena. The Civic Center will be sub-leased for 25 years to a professional management team in order to maintain and upgrade the physical plant as well as deliver high quality services that meet public demands. In concert with the sub-lessee, the College will seek to restore the Civic Center to its place as a recreational destination for the City of Fitchburg and all of northern Worcester County.

## I. ACCESS TO PUBLIC HIGHER EDUCATION IN MASSACHUSETTS

<b>Access Indicators*</b>	
<b>FALL ENROLLMENT</b>	
Fall 2006 Headcount:	3,768 Undergrad. 1,740 Graduate
Fall 2006 FTE:	3,226 Undergrad. 678 Graduate
<i>Results: Over the last three years, fall headcount enrollment has increased 5.9%, and fall FTE enrollment has increased 7.8%.</i>	
<b>ANNUAL ENROLLMENT</b>	
FY2007 Headcount:	4,511 Undergrad. 7,330 Graduate
FY2007 FTE:	3,297 Undergrad. 1,721 Graduate
<i>Results: Over the last three years, annual headcount enrollment has increased 5.6%, and annual FTE enrollment has increased 7.5%.</i>	
<b>MINORITY ENROLLMENT</b>	
Minority Enrollment Percentage in Fall 2006:	9.7%
<i>Results: Comparable to the Central Region's minority representation of 9.0%.</i>	
<b>CC TRANSFER STUDENTS</b>	
Fall 2006 Community College Transfer Students:	204
<i>Results: Over the last three years, the number of community college transfer students has increased 14.6%.</i>	

Fall Enrollment: Headcount



## II: AFFORDABILITY OF MASSACHUSETTS STATE COLLEGES

<b>Affordability Indicators*</b>	
<b>% OF MEDIAN FAMILY INCOME</b>	
Tuition and fees as a percent of median family income in FY2007:	7.4%
<i>Results: Below the Northeast regional average of 9.3%.</i>	

Tuition and Fees as a Percent of Median Income

	FY2003	FY2004	FY2005	FY2006	FY2007
Tuition and fees	\$3,688	\$4,186	\$4,588	\$5,002	\$5,542
State median family income (SMFI)	\$66,922	\$67,527	\$68,701	\$71,655	\$74,463
Tuition and fees as % of SMFI	5.5%	6.2%	6.7%	7.0%	7.4%
Segment avg. tuition and fees as % of SMFI	5.5%	6.7%	7.3%	7.5%	7.8%
Northeast avg. tuition and fees as % of SMFI			9.2%	9.3%	9.3%

\* See Technical Guide (pages 41–42) for indicator methodology and details.

III: STUDENT SUCCESS AND ACADEMIC QUALITY

Success and Quality Indicators*	
<b>FIRST-YEAR RETENTION</b>	
Fall 2005 Cohort First-Year Retention Rate:	74.6%
<i>Results: Comparable to the segmental rate of 73.5% and the national rate of 73.7%, and above the peer retention rate of 69.8% .</i>	
<b>SIX-YEAR GRADUATION RATE</b>	
1998–2000 Cohort Six-Year Graduation Rate (3-year average):	51.2%
<i>Results: Above the segmental rate of 47.9% and the institutional peer rate of 38.6%.</i>	
<b>DEGREES CONFERRED</b>	
Total Degrees Conferred in FY2007:	1,158
<i>Results: Average degrees conferred per year over the last three years: 1,058.</i>	
<b>MTEL PASS RATE</b>	
2006 Pass Rate for the Massachusetts Test for Educator Licensure:	100.0%
Number of Passing Students:	135
<i>Results: Above the target pass rate of 80%.</i>	
<b>SPECIAL ADMISSION STUDENTS</b>	
Percent of New Students who were Special Admits in Fall 2006:	8.6%
<i>Results: Meets the Board of Higher Education’s requirement of enrolling less than 10% special admissions students per year. (See Appendix for BHE admissions policies.)</i>	

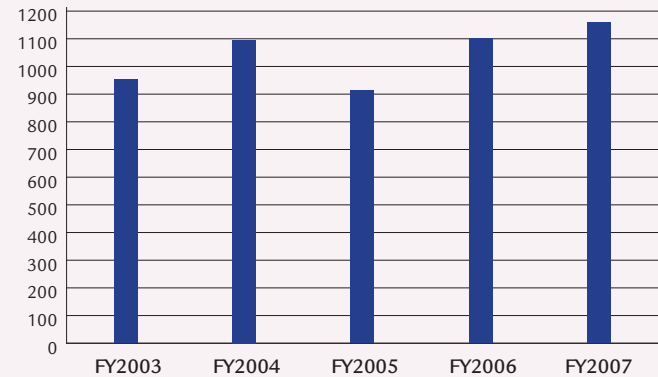
First-Year Retention Rate (Fall-to-Fall)

Entering Cohort	2001	2002	2003	2004	2005
Institution Rate	71.1%	74.2%	76.8%	77.6%	74.6%
Peer Avg. Rate			70.4%	69.3%	69.8%
Segment Avg. Rate	72.9%	74.6%	75.2%	76.2%	73.5%
National Avg. Rate			74.3%	74.0%	73.7%

Six-Year Graduation Rate

Entering Cohort	1997	1998	1999	2000	Rolling Avg. 1998–00
Institution Rate	47.7%	47.1%	54.8%	51.6%	51.2%
Peer Avg. Rate	38.1%	35.1%	40.9%	39.9%	38.6%
Segment Avg. Rate	45.5%	47.6%	47.2%	48.9%	47.9%

Degrees Conferred



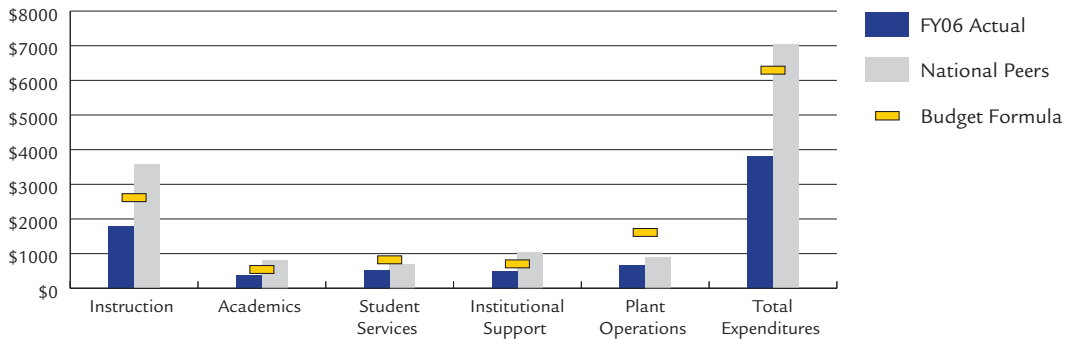
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**IV: EFFECTIVE AND EFFICIENT USE OF RESOURCES**

Efficiency and Innovation*	Compliance*
<p><b>EFFECTIVE PROJECTS AND INITIATIVES</b></p> <p>Pooled insurance policies with seven other state colleges, saving 60-75% in insurance premium costs.</p> <p>Changed phone service, Internet provider and phone switch maintenance provider, saving \$68,000.</p> <p>Realized an annual savings of \$62,000 on a server maintenance contract.</p> <p>Converted a boiler from fossil fuel to natural gas, resulting in decreased carbon emissions and increased cost savings.</p> <p>Partnered with Mt. Wachusett Community College to negotiate a shared Banner financial system support consultant.</p> <p>Initiated the Central Links Sovereign Bank Initiative, saving Fitchburg, Worcester, Mt. Wachusett and Quinsigamond approximately \$360,000 over three years.</p> <p>Raised \$1,643,874 through private fundraising, an increase of \$18,558 over FY06.</p>	<p><b>ANNUAL INDEPENDENT AUDIT</b></p> <p><i>No material weaknesses based on annual external independent audit:</i></p> <p>2007</p> <p>2006</p> <p>2005</p> <p>2004</p> <p>2003</p>

**Resource Allocation\***

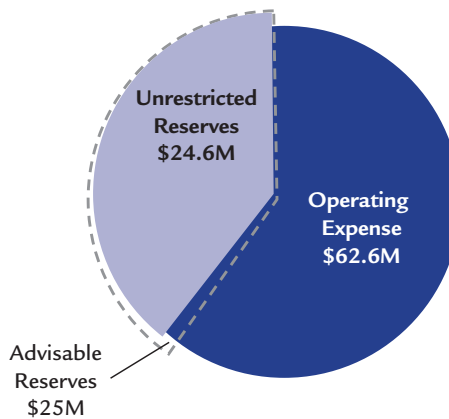
**EXPENDITURES PER STUDENT—ACTUAL, BUDGET FORMULA & NATIONAL PEERS**



**Financial Health Indicator\***

**PRIMARY RESERVE RATIO**

$$\frac{\text{Unrestricted Reserves } \$24,590,690}{\text{Total Operating Expenses } \$62,597,680} = 39.3\%$$



\* See Technical Guide (pages 41–42) for indicator methodology and details.