



# Fitchburg State University

## Board of Trustees

Amended on January 25, 2018 at 3:26 PM EST

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### Date and Time

Tuesday November 14, 2017 at 8:00 AM EST

### Location

Presidents' Hall, Mazzaferro Center, 291 Highland Ave., Fitchburg, MA 01420

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### Agenda

	Purpose	Presenter	Duration
<b>I. Opening Items</b>			
A. Record Attendance and Guests			
B. Call the Meeting to Order		Donald Irving	
C. Public Comments			
D. Approve Minutes from the October 19, 2017 meeting - VOTE (08-17-18)	Approve Minutes		
Approve minutes for Board of Trustees on October 19, 2017			
<b>II. Sabbatical Requests</b>			
A. Act on President's recommendation for faculty sabbatical requests - VOTE (09-17/18)	Vote		
<b>III. Fitchburg State University Downtown Theater Renovation</b>			
A. Official intent to renovate - VOTE (10-17/18)	Vote		
<b>IV. Student Success Initiatives</b>			
A. Dr. Alberto Cardelle will provide an update on student success initiatives	FYI		
<b>V. An Overview of Emergency Preparedness and Personal Safety Course Offerings</b>			
A. Chief Michael Cloutier will discuss emergency preparation and safety.	FYI		

**VI. Notifications**

- A. Personnel Actions (N03-17/18) FYI

**VII. Chair's Report**

- A. Committee Membership update FYI

**VIII. President's Report**

- A. Open House update FYI
- B. Landry Arena Update FYI
- C. Free Speech Panel event FYI
- D. Transgender speaker Nicole Maines FYI
- E. News Articles FYI

**IX. Dates for consideration**

- A. Holiday Show - Glenn Miller - Saturday, December 9 at 7:00 p.m. FYI
- B. Holiday Gathering - Thursday, December 14 at 3:30 p.m. FYI
- C. Winter Commencement Ceremony on Friday, December 22 at 6:30 p.m. FYI

**X. Closing Items**

- A. Adjourn Meeting Vote

## Cover Sheet

### Approve Minutes from the October 19, 2017 meeting - VOTE (08-17-18)

**Section:** I. Opening Items  
**Item:** D. Approve Minutes from the October 19, 2017 meeting - VOTE  
(08-17-18)  
**Purpose:** Approve Minutes  
**Submitted by:**  
**Related Material:** Minutes for Board of Trustees on October 19, 2017

**BACKGROUND:**

It is requested that the Board of Trustees approve the October 19, 2017 meeting minutes.

**RECOMMENDATION:**

Motion to approve

APPROVED



# Fitchburg State University

## Minutes

### Board of Trustees

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#### **Date and Time**

Thursday October 19, 2017 at 10:00 AM

#### **Location**

Presidents' Hall, Mazzaferro Center, 291 Highland Ave., Fitchburg, MA 01420

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#### **Trustees Present**

A. Clementi, A. Cochran, C. Crowley Stimpson, C. Stover, D. Irving, D. Nieto, D. Phillips, F. O'Donnell (remote), L. Barrieau

#### **Trustees Absent**

G. Rodriguez-Parker

#### **Ex-Officio Members Present**

R. Lapidus

#### **Non Voting Members Present**

R. Lapidus

#### **Guests Present**

Aruna Krishnamurthy, Cathy Canney, Chris Hendry, David Svolba, G. Doiron, Heather Urbanski, Jay Bry, Jay Kaufman, Jessica Murdoch, Laura Bayless, Marilyn Siderwicz, Mark Snyder, Mary Beth McKenzie, Maryellen Scarselli, Matt Noyes, Michelle Scott, Rala Diakite, S. Swartz, Sarah Kielty

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### **I. Opening Items**

#### **A. Record Attendance and Guests**

**B. Call the Meeting to Order**

D. Irving called a meeting of the board of trustees of Fitchburg State University to order on Thursday Oct 19, 2017 @ 10:06 AM at Presidents' Hall, Mazzaferro Center, 291 Highland Ave., Fitchburg, MA 01420.

**C. Public Comments**

Dr. Aruna Krishnamurthy addressed the board regarding contract negotiations. The MSCA Union is concerned that the negotiations are protracted. She indicated that there is movement and hopes that the process will go smoother. Mr. Irving responded that he shared the same hope.

**D. Approve Minutes from the September 12, 2017 meeting - VOTE (06-17/18)**

D. Phillips made a motion to approve minutes from the Board of Trustees on 09-12-17.

C. Crowley Stimpson seconded the motion.

The board **VOTED** unanimously to approve the motion.

**Roll Call**

D. Irving	Aye
L. Barrieau	Aye
C. Crowley Stimpson	Aye
A. Cochran	Aye
A. Clementi	Aye
D. Nieto	Aye
F. O'Donnell	Aye
D. Phillips	Aye
G. Rodriguez-Parker	Absent

Mr. Irving introduced new Trustee, Ms. Christie Stover.

**II. Finance and Administration**

**A. Presentation by the auditors**

Mr. Jay Kaufman began by introducing himself, Mark Snyder, Michelle Scott, Maryellen Scarselli and Sarah KIELTY with CohnReznick. He presented and discussed the Financial Statements for the university. There were no findings. There was no formal management letter issued. All the Financial statements, including Financial Aid are being issued with a clean, unmodified opinion. He thanked Jay Bry, Yvonne Malcolm, consultant Cathy Daggett and the Financial Services staff for their hard work.

Mr. Snyder reviewed a number of prepared PowerPoint slides. He touched on the statements of revenues, expenses and changes in net position; and the statements of cash flow. Mr. Kaufman briefly highlighted some of the footnotes and disclosures and assets. He stated that many of the footnotes are considered to be boilerplate. He commented that the university is very diligent in its fiscal management. A discussion ensued.

Mr. Irving reported that the Finance & Administration Committee had previously met and approved acceptance of the audit.

**B. FY2017 Audit - VOTE (07-17/18)**

D. Phillips made a motion to Accept the audit.

C. Crowley Stimpson seconded the motion.

The board **VOTED** unanimously to approve the motion.

**Roll Call**

F. O'Donnell	Aye
A. Cochran	Aye
C. Stover	Aye
C. Crowley Stimpson	Aye
G. Rodriguez-Parker	Absent
D. Phillips	Aye
D. Nieto	Aye
L. Barrieau	Aye
D. Irving	Aye
A. Clementi	Aye

**III. Notifications**

**A. Personnel Actions (N02-17/18)**

The personnel actions were presented for informational purposes.

**IV. Chair's Report**

**A. Committee Assignments**

Mr. Irving discussed the committee membership. He stated during this rapid transition period he asked Ms. Phillips to serve as Interim Clerk. Ms. Phillips accepted. The trustees are to get back to the Chair on the committees on which they would like to serve.

**B. Board of Trustees Dashboard**

A newly created dashboard was presented by Mr. Irving. He noted that the dashboard had been developed as his request so that longitudinal data could be periodically presented and reviewed. He stated that it was important to pay attention to trends taking place within the institution and to note changes positive and negative so as to be proactive. Mr. Irving stated that the dashboard could be modified if new areas of interest arose. There was a discussion.

**V. President's Report**

**A. Open House update**

President Lapidus reported that the university is beginning to recruit for next year. Last weekend on Oct. 14, the university held its first open house. The numbers were consistent with those from last year. He noted that the university was just at the beginning of the process. He stated that the new customer relationship software implemented will assist in being a bit more aggressive with recruiting than in the past. He noted downward enrollment trends around the state including at the community colleges' feeders. He emphasized that with a limited number of revenue streams, enrollment is an important component to financial stability. He informed the board that a new Admissions Director was hired.

**B. Grants**

President Lapidus reported that the campus received a US Department Education award for Upward Bound Math and Science. This is a five-year grant with \$263,000 annual support.

**C. Gifts**

President Lapidus informed the board of the recent Richard P. and Elizabeth "Betsy" Fisk Nursing Scholarship. Other scholarships have also been received. Work will continue to educate alumni on estate planning.

The Go Falsons Challenge was discussed.

**D. Homecoming update**

President Lapidus updated the board on Homecoming activities. The university tried some new things this year and had some nice alumni events. A brief video was presented.

The student job website is up and running.

**E. News Articles**

The news articles are submitted for informational purposes.

**VI. Closing Items**

**A. Adjourn Meeting**

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 11:23 AM.

Respectfully Submitted,

D. Phillips

C. Crowley Stimpson made a motion to adjourn the meeting.

A. Clementi seconded the motion.

The board **VOTED** unanimously to approve the motion.

**Roll Call**

C. Crowley Stimpson	Aye
L. Barrieau	Aye
A. Clementi	Aye
D. Phillips	Aye
G. Rodriguez-Parker	Absent
A. Cochran	Aye
D. Nieto	Aye
F. O'Donnell	Aye
D. Irving	Aye

## Cover Sheet

### Act on President's recommendation for faculty sabbatical requests - VOTE (09-17/18)

**Section:** II. Sabbatical Requests  
**Item:** A. Act on President's recommendation for faculty sabbatical requests - VOTE (09-17/18)  
**Purpose:** Vote  
**Submitted by:**  
**Related Material:** Memo to Board from President - Sabbaticals.pdf  
Sabbatical Summaries.pdf

**BACKGROUND:**

It is requested that the Board of Trustees vote to approve the sabbatical requests for the Academic Year 2018-2019

**RECOMMENDATION:**

Motion to approve





160 Pearl Street, Fitchburg, MA 01420-2697

Tel 978.665.3101 ▪ Fax 978.665.3699

rlapidus@fitchburgstate.edu

www.fitchburgstate.edu

**Richard S. Lapidus, Ph.D.**

PRESIDENT

**TO: Board of Trustees**

**FROM: Dr. Richard S. Lapidus  
President**

**RE: Sabbatical Leave Requests AY2018-2019**

**DATE: November 14, 2017**

In accordance with the agreement between the Board of Higher Education and the Massachusetts State College Association, I am recommending approval of sabbatical leaves for the 2018-2019 academic year. Such leaves are granted on the basis of academic quality of the proposal, as well as other criteria. Prior to my review requests were initially reviewed by department chairs and Dr. Alberto Cardelle, Provost and Vice President for Academic Affairs.

**Fall Semester 2018 —09/01/18-01/21/19:**

Christopher Adams	Psychological Science
Marcel Beausoleil	Behavioral Sciences
Yasser Derwiche Djazaerly	Humanities
Steven Edwards	English Studies
Sean Rollins	Biology/Chemistry
Abdulkeni Zekeria	Mathematics

**Spring Semester 2019—01/22/19-05/31/19:**

Patricia Arend	Behavioral Sciences
Laura Baker	Economics, History and Political Science
Rala Diakite	Humanities
Anne Howard	Education
Mathangi Krishnamurthy	Biology/Chemistry
Monica Maldari	Exercise and Sports Science
Irene Martyniuk	English Studies
Kevin McCarthy	Communications Media
Audrey Pereira	Business Administration
David Svolba	Humanities
Elisabet Takehana	English Studies
Kisha Tracy	English Studies
Paul Weizer	Economics, History and Political Science
Richard Wiebe	Behavioral Sciences

**Full Year—09/01/18-05/31/19:**

Katherine Jewell	Economics, History and Political Science
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**Fall 2018**

Christopher Adams Education 09/01/18 to 01/21/19  
 Professor Adams would use his sabbatical to pursue his license as a Psychologist in the Commonwealth of Mass so that he can increase his teaching in our counseling program.

Marcel Beausoleil Behavioral Sciences 09/01/18 to 01/21/19  
 Professor Beausoleil would have three goals for his sabbatical: 1. Research on Academic Dishonesty. 2. New Program Development. 3. Revamp Theories and Practices of Policing Class.

Yasser Derwiche Djazaerly Humanities 09/01/18 to 01/21/19  
 This sabbatical would allow professor Djazaerly to complete one of his research projects, which deals with British travelers to the Arabian Peninsula in the second half of the nineteenth century.

Steven Edwards English Studies 09/01/18 to 01/21/19  
 Professor Edwards' objective for the use of his sabbatical would be to complete a novel he has been in the process of drafting over the last year and a half. This would allow him time to write, travel for research, edit, and begin the process of seeking representation and publication.

Sean Rollins Biology/Chemistry 09/01/18 to 01/21/19  
 Professor Rollins proposes to complete, submit and revise, based on peer-review, between 2 and 4 primary research or review manuscripts; he currently has 4 manuscripts in draft form; a minimum of 2 manuscripts will be submitted for publication.

Abdulkeni Zekeria Mathematics 09/01/18 to 01/21/19  
 Professor Zekeria's plan for his sabbatical is to author textbook for Technical Calculus.

**Spring 2019**

Patricia Arend Behavioral Sciences 01/22/19 to 05/31/19  
 Professor Arend's objective is to complete the writing of her book, *Dream Weddings: Fantasy, Femininity and Consumer Desire*.

Laura Baker EHPS 01/22/19 to 05/31/19  
 Professor Baker would continue her work in research program to focus on local history, and improving her teaching using online technologies and pedagogies.

Rala Diakite Humanities 01/22/19 to 05/31/19  
 Professor Diakite would work on an ongoing project, a multi-volume translation of Giovanni Villani's *New Chronicle*, a fourteenth century Italian historical text.

Anne Howard Education 01/22/19 to 05/31/19  
 Professor Howard plans to update our knowledge on evidence-based practices for students with severe disabilities; make sure all evidenced-based practices for students with severe disabilities are addressed at Level 2 or Level 3 in required courses leading to initial and professional licensure; support undergraduate and graduate faculty to become familiar with evidence-based practices for students with severe disabilities; and better understand the challenges faced by supervising practitioners in partner schools as they seek to implement evidence-based practices with their students, and provide support for these supervising practitioners.

Mathangi Krishnamurthy Biology/Chemistry 01/22/19 to 05/31/19

Professor Krishnamurthy plans to conduct full-time research in the chemistry research laboratories at Fitchburg State. She will be working on two projects to collect data that could be used toward publication in scientific journals and also for future grant proposals to external funding agencies. The research addresses the use of a specific molecule that will improve manufacturing.

Monica Maldari Exercise and Sports Science 01/22/19 to 05/31/19

Professor Maldari's planned activities during sabbatical would include preparing a manuscript for publication and enrolling in a Wellcoaching course.

Irene Martyniuk English Studies 01/22/19 to 05/31/19

Professor Martyniuk will be simultaneously working on 3 different projects: 1. Revise and thoroughly revamp an older, outdated class from the English Studies curriculum. 2. Continue her ongoing studies of the literature of and about Afghanistan. 3. A less arduous but a vital part of her Ukrainian identity, she intends to read Oles Honchar's *The Cathedral* in translation and then examine its role in world literature.

Kevin McCarthy Communications Media 01/22/19 to 05/31/19

Professor McCarthy plans to research a short documentary film subject (a short is defined as a film under 60 minutes) and prepare extensively for its production. He is most interested in producing a character-driven documentary covering themes that will appeal to a broad audience.

Audrey Pereira Business Administration 01/22/19 to 05/31/19

Professor Pereira's overall purpose of her sabbatical would be to explore deep learning as it relates to higher education F2F and online courses in an effort to discern methods to improve upon faculty instruction and student learning in both modalities.

David Svolba Humanities 01/22/19 to 05/31/19

Professor Svolba's principal goal while on sabbatical would be to prepare a book proposal that can be sent to academic publishers. In addition to preparing a sample table of contents, the proposal would highlight features that should make our work particularly well-suited to our students and, indeed, to undergraduate students everywhere.

Elisabet Takehana English Studies 01/22/19 to 05/31/19

Professor Takehana's plans on working on three research projects: 1. Annotated 50<sup>th</sup> Anniversary Edition of Robert Cormier's *The Chocolate War*. 2. Stylometry project. 3. Digital humanities programming.

Kisha Tracy English Studies 01/22/19 to 05/31/19

Professor Tracy would, keeping with her continued production of scholarship, engage in writing a book of approximately 45,000-50,000 words entitled *Cultural Heritage and Engaging the Skeptic of Pre-Modern Studies*. The goal would be to complete this book and submit it to the Arc Humanities Press cultural heritage series for publication May 2019.

Paul Weizer EHPS 01/22/19 to 05/31/19

Professor Weizer will work on a scholarly monograph project, a revised edition of his 2004 book *How to Please the Court: A Moot Court Handbook*, with the intention of completing revisions and having the book in press with a leading legal publisher.

Richard Wiebe Behavioral Sciences 01/22/19 to 05/31/19

Professor Wiebe intends to (a) conduct a study of homeless adults in Providence, RI, using both qualitative and quantitative methods (b) complete the integrative criminology book he currently has in progress, and (c) continue to work on his existing projects on substance abuse and recovery, homeless adolescents, and delinquency prevention. If time permits, he will begin work on a follow-up book on the psychology of crime.

### **Spring/Fall – full year**

Katherine Jewell EHPS 09/01/18 to 05/31/19

Professor Jewell will be completing the research and drafting her next book project, *Live from the Underground: College Radio in the Era of the Culture Wars*, which reconstructs the history of college radio since stations' FM debut in the 1960s through the "digital disruptions" of the 2000s.

# Cover Sheet

## Official intent to renovate - VOTE (10-17/18)

**Section:** III. Fitchburg State University Downtown Theater Renovation  
**Item:** A. Official intent to renovate - VOTE (10-17/18)  
**Purpose:** Vote  
**Submitted by:**

**BACKGROUND:**

It is requested that the Board of Trustees of Fitchburg State University vote to declare its official intent to renovate the Fitchburg State University Downtown Theater. This is proposed to be a multi-phased project that when completed will provide academic space and student services support space, along with retail and community space. The estimated construction cost is \$25,000,000, which will be funded through a variety of sources including, but not limited to, new market tax credits, historic tax credits, bonds, grants and philanthropy. Pinck & Co. has been retained to assist with the development of the project scope and funding; as such, the project may be modified from time to time pursuant to approval of, or power granted by, the President.

**RECOMMENDATION:**

Motion to approve

# Cover Sheet

Dr. Alberto Cardelle will provide an update on student success initiatives

**Section:** IV. Student Success Initiatives  
**Item:** A. Dr. Alberto Cardelle will provide an update on student success initiatives  
**Purpose:** FYI  
**Submitted by:**  
**Related Material:** BOT SS - Alberto Cardelle.pptx

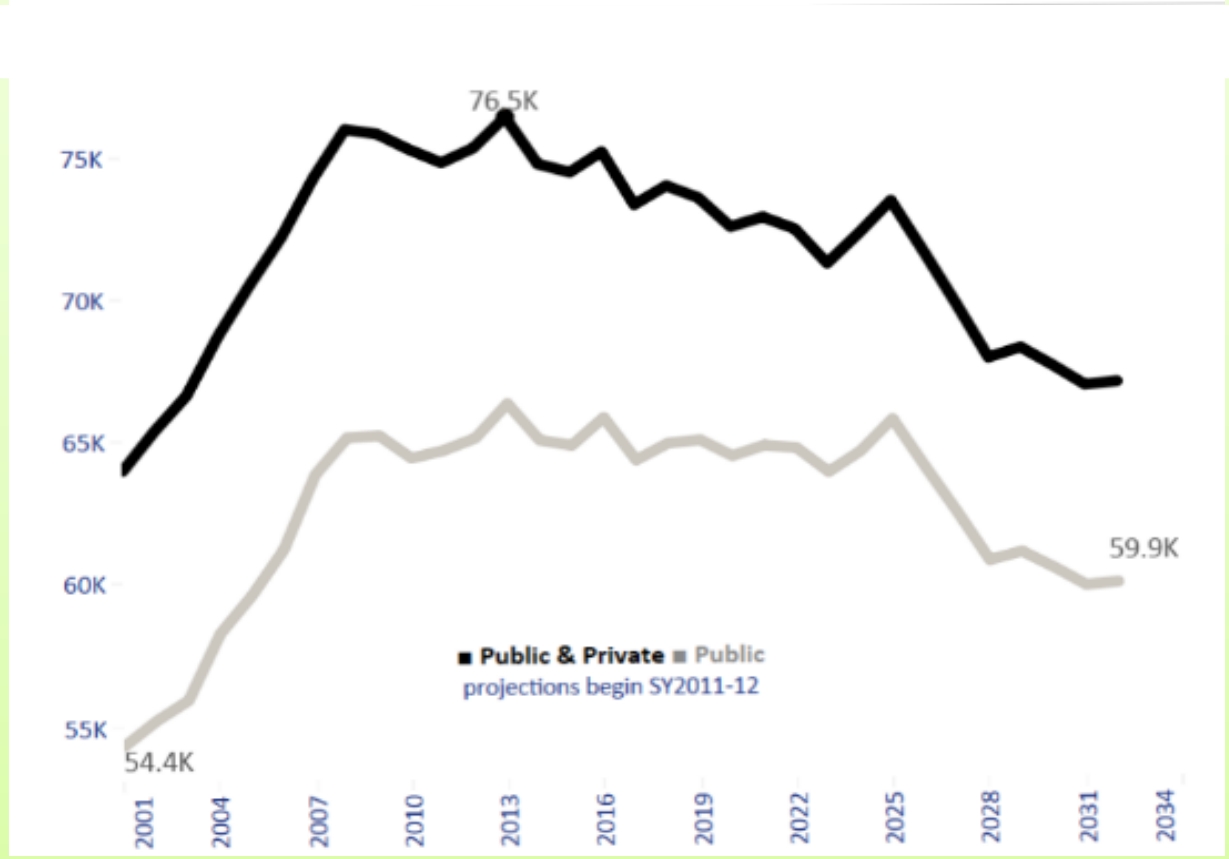
# Student



# State Profile for Massachusetts



Massachusetts

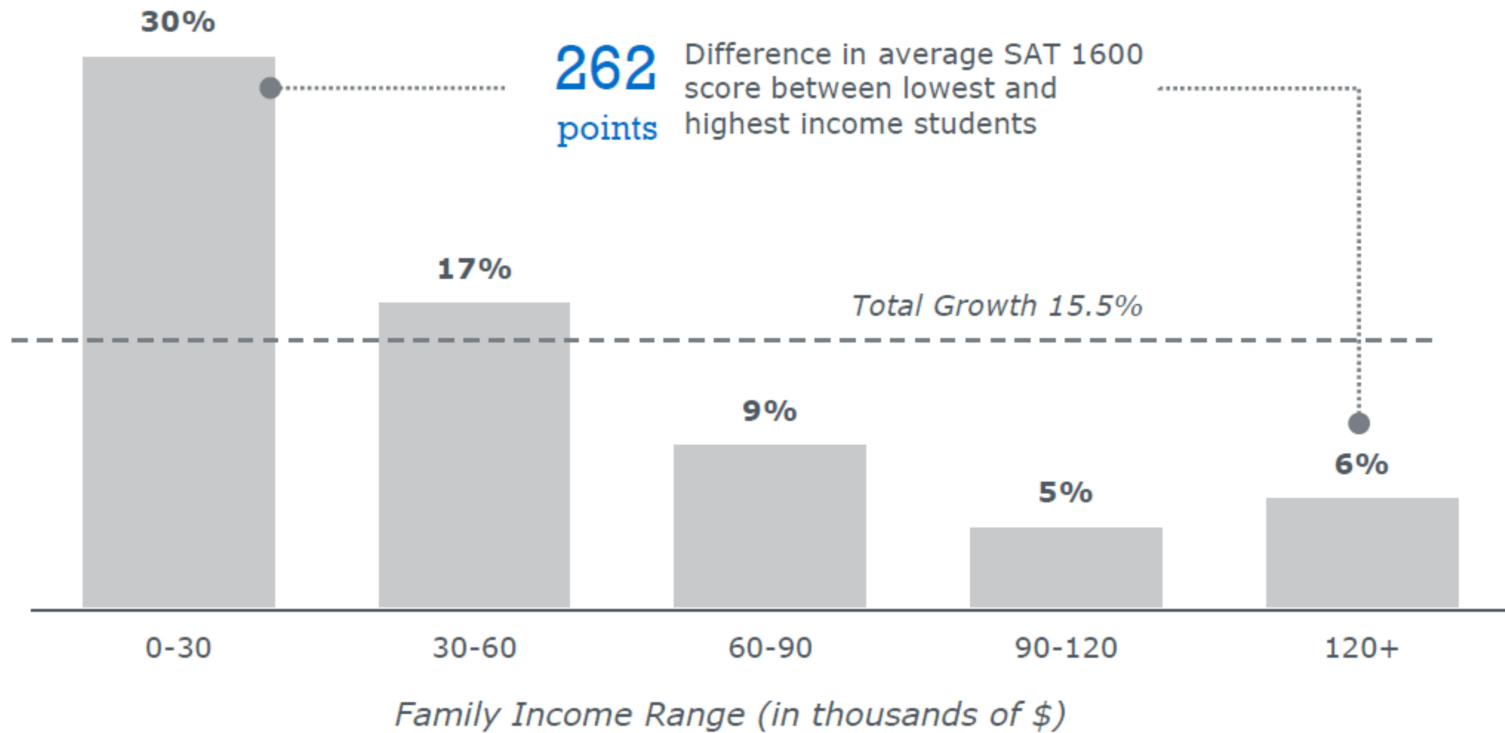




## Students Coming from Less Affluent and Less Well-Prepared Backgrounds

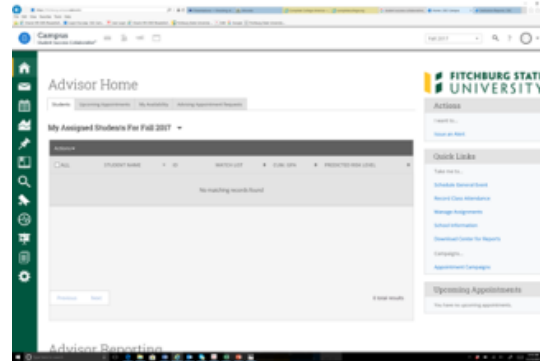
### Growth in Lower Income Families Outpacing Rest of Nation

Percentage Growth, 2000-2013



# Recruitment vs. Retention

# Institutional Level Initiatives



Learning \_\_\_\_\_  
COACH



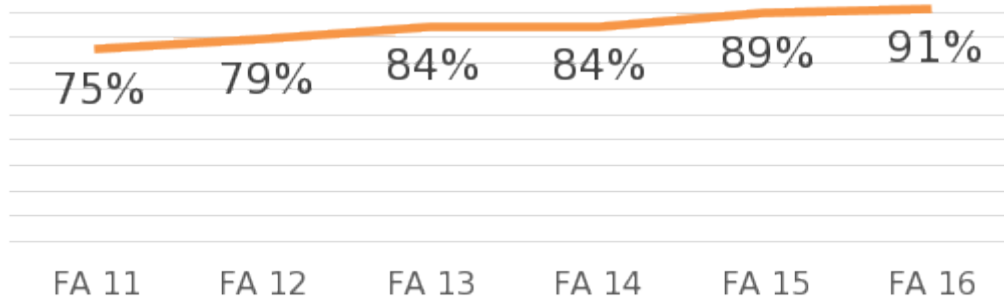
Student Success  
Taskforce





- Pre-registering freshmen for 15 credits.
- Four-year plans of study.
- Encouraging advisors to focus on 15 credits.

### Students Enrolled in Fifteen Credits First Semester



### Fall 2016 Cohort Retention

Attempted 12-14 credits 85%

Attempted 15+ credits 93%

### Fall to Spring Retention



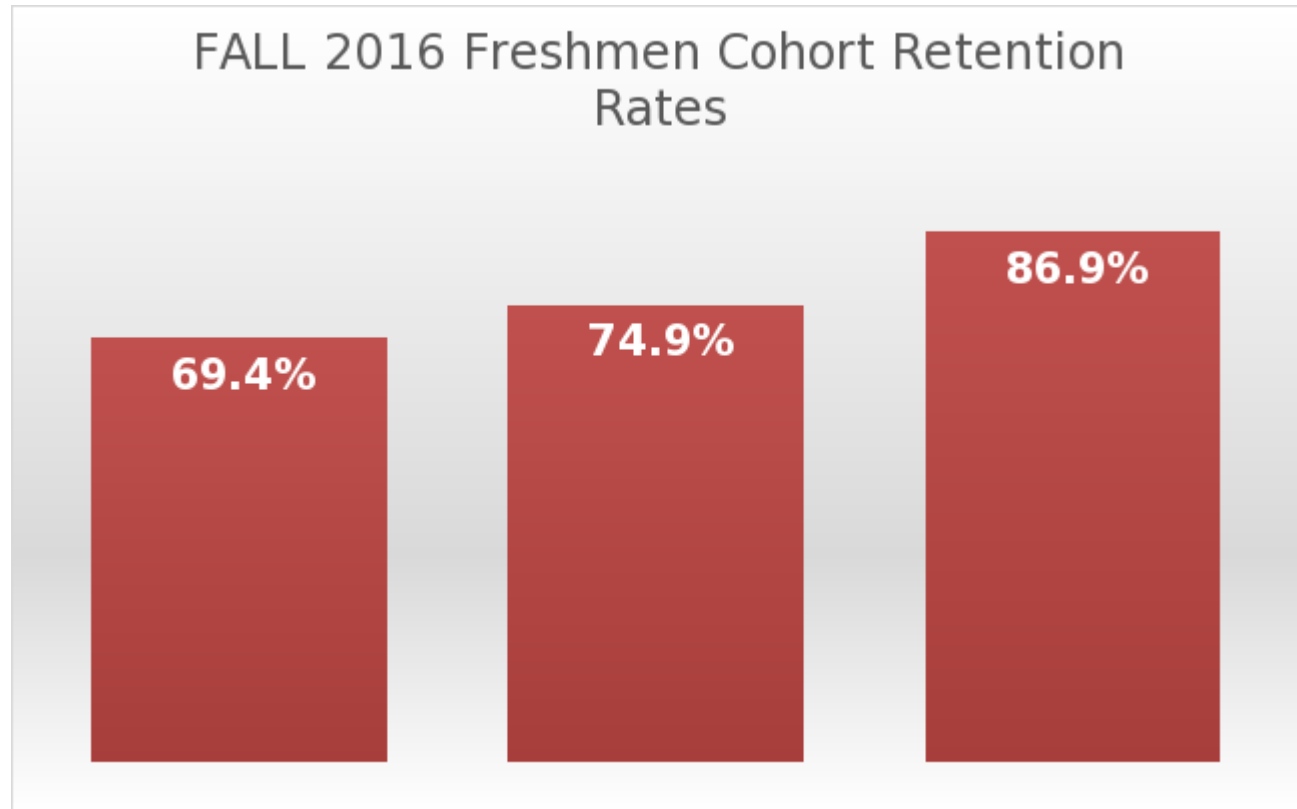
**GAME CHANGER**

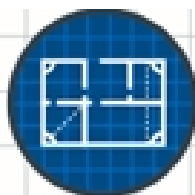
# Corequisite Remediation

**GAME CHANGER**  
**Corequisite Remediation**

## Math Co-Requisite

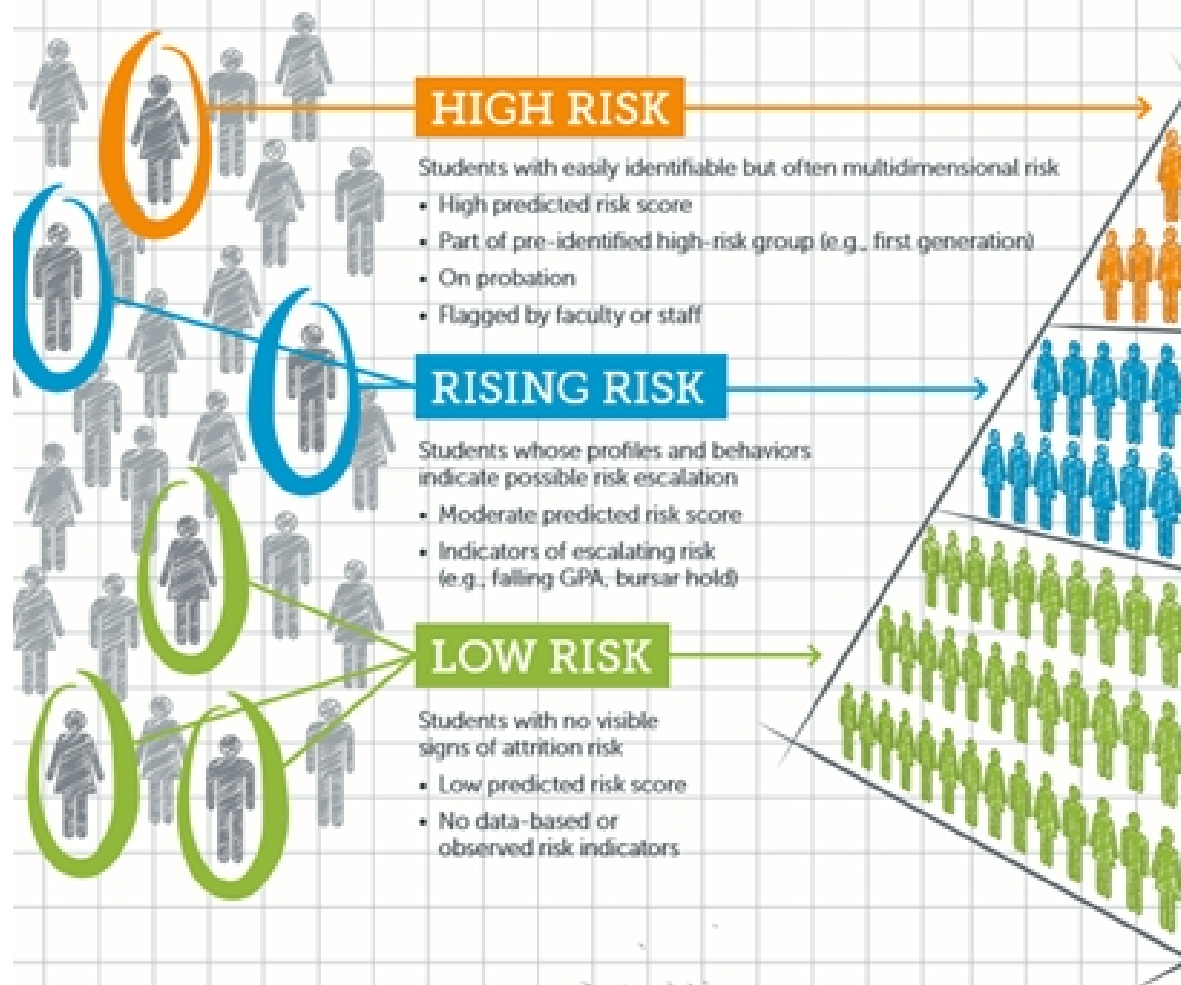
In the fall of 2015 Fitchburg State allowed students to enroll in college-level math courses with a supplemental instruction that was a co-requisite. The data shows that students in the pilot have sustained higher retention as compared to the overall cohort and those students entering basic math.





## An Innovative Framework

Organize Your Student Population with Risk Stratification









## Cover Sheet

Chief Michael Cloutier will discuss emergency preparation and safety.

**Section:** V. An Overview of Emergency Preparedness and Personal Safety  
Course Offerings  
**Item:** A. Chief Michael Cloutier will discuss emergency preparation and safety.  
**Purpose:** FYI  
**Submitted by:**  
**Related Material:**  
Emergency Management for BOT - November 2017 (Cloutier).pptx

# AN OVERVIEW OF EMERGENCY PREPAREDNESS AND PERSONAL SAFETY COURSE OFFERINGS

*November 14, 2017*

# Overview

- Composition of the Emergency Management Team
- Emergency Management Trainings
- Status of the Emergency Management Plan
- Drills & Exercises
- Incidents & Events
- Personal Safety Course Offerings
- Opportunities

# Preparedness defined by DHS/FEMA

“A continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action in an effort to ensure effective coordination during incident response.”



# EMERGENCY MANAGEMENT TEAM

*Preparedness*

# Emergency Management Team

## Internal Team Members:

- Student Affairs
  - Student & Academic Life
  - University Police
  - Housing and Residential Services
  - Student Development
  - Counseling & Disability Services
- Capital Planning and Maintenance
  - Environmental Health and Safety
- Technology
- Human Resources
- Public Relations
- Staff and Faculty

## External Team Members:

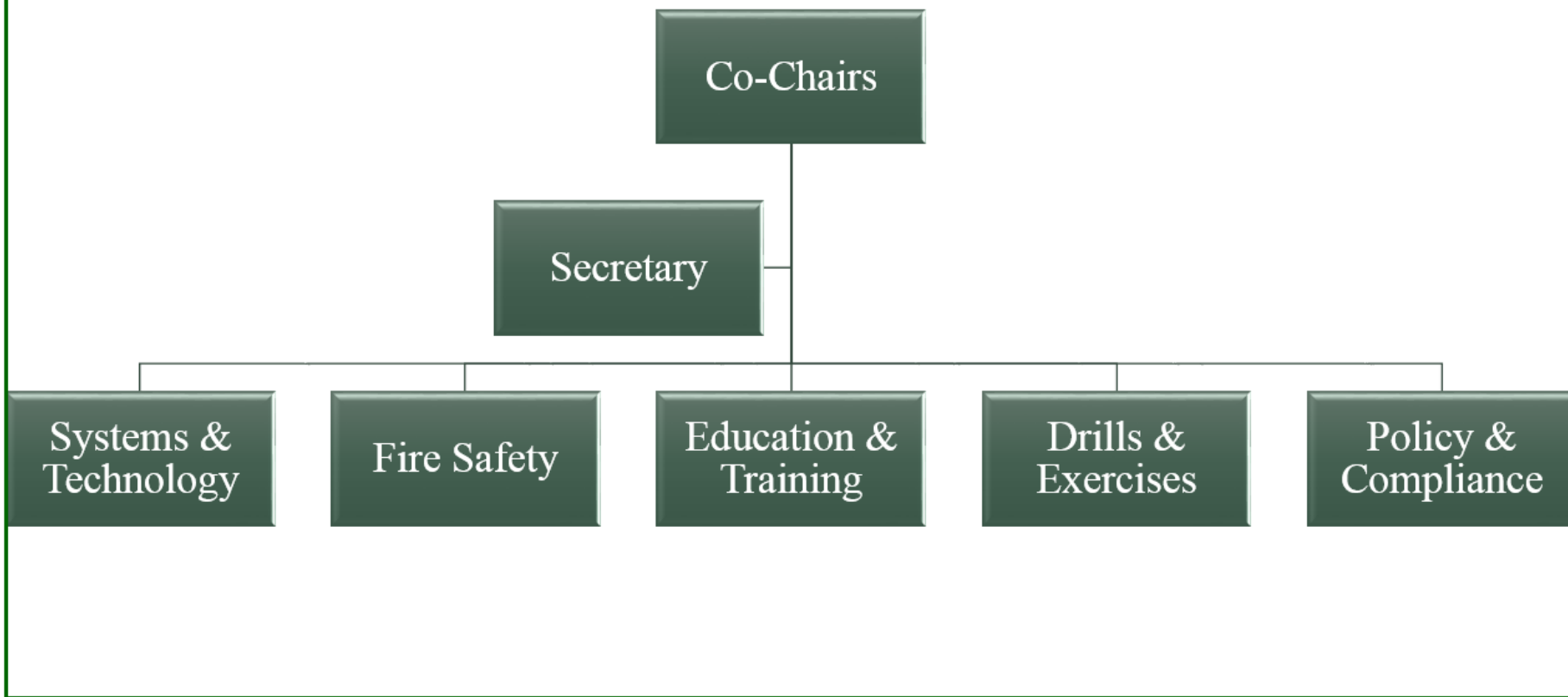
- Fitchburg Fire Department
- City Emergency Management Director
- Fitchburg Police Department
- Leominster Hospital
- MEMA Region IV Representative

*28 Team Members*





## FITCHBURG STATE UNIVERSITY EMERGENCY MANAGEMENT TEAM



# TRAINING

*Preparedness*

# Emergency Management Trainings

1. December 2015: TEEEX – Managing Critical Incidents for Higher Education Institutions: A Multi-Disciplinary Community Approach
2. January 2016: MSP – Bomb Threat Response
3. *August 2016: TEEEX – Managing Critical Incidents for Higher Education (Executive Overview)*
4. December 2016: New England Higher Education Emergency Managers Symposium (Babson College)
5. March 2017: MEMA – Emergency Operations Center Management and Operations

# Emergency Management Trainings

6. March 2017: TEEEX – Sports and Special Events Incident Management (Assumption College)
7. May 2017: MEMA – WEBEOC Training
8. October 2017: IACLEA – Extremism & Violent Protests
9. November 2017: MEMA – All Hazards Emergency Preparedness Conference (DCU Center)
10. November 2017: MEMA – Incident Command System (ICS) Overview for Executives

# EMERGENCY MANAGEMENT PLAN

*Preparedness*

# Emergency Management Plan

- The current plan
  - Was developed in 2015
  - Is currently being revised by the Emergency Management Team
    - Policy & Compliance subcommittee
- Draft of the updated plan
  - Scheduled for January 2018
  - MEMA has offered to review the plan as necessary.

# DRILLS & EXERCISES

*Preparedness*

# Drills & Exercises

## Tabletop Exercises:

- Residence Hall Fire
- Active Shooter
- Fire in the City - impact to the campus
- Hazmat Incident
- Measles Outbreak

## Drills:

- Mass Notification System
- Fire Drills
- Hazmat Incident with FFD
- Active Shooter with FFD and FPD (Spring 2018)



# INCIDENTS & EVENTS

## *Response & Recovery*

# Incidents & Events

- Incidents (IAP's):
  - Armed individual, shots fired, near campus
  - Bomb Threat at McKay (X2)
  - Smoke in the Server Room
  - Network outage (severed fiber optic line)
  - Student Injured in a Motor Vehicle Accident
  - Power Outage
- Planned Events (EAP's):
  - Commencement Exercises
  - Dances
  - Athletic events
  - Special Olympics
  - Homecoming

# PERSONAL SAFETY OFFERINGS

*Preparedness & Mitigation*

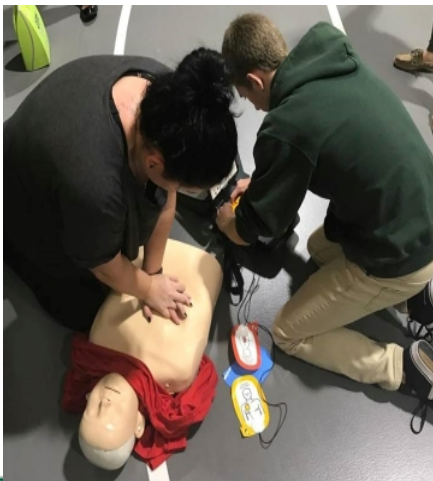
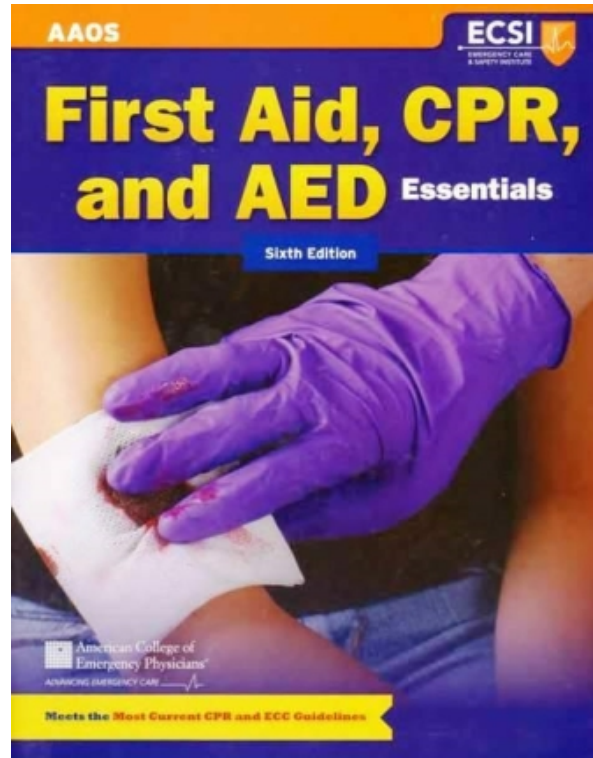


The course includes lecture, discussion and hands on self-defense techniques suitable for women of all ages and abilities.

The class ends with a simulation scenario where the student is able to employ self defense techniques in the training environment.



# First Aid, CPR & AED



# Community Response to an Active Shooter Event

## (C.R.A.S.E.)

Using guidelines developed by the U.S. Department of Homeland Security, the Fitchburg State University Police Department delivers an hour long training session for the Fitchburg State University community.

### Response Options:

1. GET OUT
2. HIDE OUT
3. TAKE OUT



# Violence Identification, Prevention and Reporting (V.I.P.R.)



Violence Identification, Prevention and Reporting (V.I.P.R.) was created to enable trained individuals to spot suspicious **behavior** before criminal acts occur. The methodology is based upon a behavioral observation recognition awareness course for law enforcement.

Participants will:

- 1) Develop an enhanced level of awareness
- 2) Learn how to identify suspicious behaviors
- 3) Learn how to report their observations to authorities

# In Development

## *Preparedness & Mitigation*



# Campus Community Emergency Response Team (c-cert)

C-CERT educates faculty, staff, and students about disaster preparedness for hazards that may impact their environment.



Provides training in basic disaster response skills such as fire safety, light search and rescue, team organization and disaster medical

# Until Help Arrives

## Course Outline

1. You make a difference
2. Call 911
3. Stay safe
4. Stop the bleeding
5. Position the injured
6. Provide comfort



FEMA

# Opportunities

- Collaboration with the International Office
  - Emergency Protocols for International and Study Abroad students
- College & University Consortium
  - MEMA Region IV (Worcester County)
- Collaboration with the Department of Nursing
  - Personal Safety Trainings (CRASE and Narcan)
  - Tabletop Exercise
  - Boston Marathon Presentation
- Collaborations with the Fitchburg School District and the Police Department on Active Shooter Response at McKay
- Hosting additional MEMA Trainings

# Thank you...

*...for your time and continued  
support of  
Fitchburg State University.*

# Cover Sheet

## Personnel Actions (N03-17/18)

**Section:** VI. Notifications  
**Item:** A. Personnel Actions (N03-17/18)  
**Purpose:** FYI  
**Submitted by:**  
**Related Material:** BOT Notifications 111417.pdf

**BACKGROUND:**

The personnel actions were presented for informational purposes.

**FITCHBURG STATE UNIVERSITY****Board of Trustees****NOTIFICATIONS**

<b>TO:</b> Board of Trustees	<b>DATE:</b> November 14, 2017
<b>FROM:</b> The President	<b>NOTIFICATION NUMBER:</b> N03-17/18
<b>SUBJECT:</b> Personnel Actions	

**New Hire**

Kate Geyer, BA Effective: 10/22/17	Staff Assistant, Banner Support Specialist Technology	\$60,000.00
Jinawa McNeil, MS Effective: 11/7/17	Director Admissions	\$105,000.00

**Salary Adjustment**

Amber Deschenes Effective: 9/1/17	Staff Assistant Graduate & Continuing Education	From: \$38,000.00 To: \$47,500.00
Tara Manzello Effective: 11/12/17	Associate Director Admissions	From: \$60,000.00 To: \$65,200.00
Kelly Norris Effective: 9/1/17	Director of Marketing Marketing & Integrated Communications	From: \$73,347.05 To: \$80,000.00

**Retirement**

Diane Caggiano Effective: 12/31/17	Professor Business Administration	\$108,984.49
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# Cover Sheet

## Committee Membership update

**Section:** VII. Chair's Report  
**Item:** A. Committee Membership update  
**Purpose:** FYI  
**Submitted by:**  
**Related Material:** Board of Trustees Standing Committees FY2018.pdf

## **Board of Trustees Standing Committees – FY2018**

The Committee on Academic Affairs shall have the following powers and duties:

1. To consider policies regarding the quality, character, and extent of instruction and research at the University, including policies governing admission requirements, programs of instruction, curriculum, degrees, public service activities, and research, and to make recommendations to the Board of Trustees with respect thereto.
2. To consider policies relates to the educational purposes and responsibilities of the University and evaluate the same on a long-range basis, and to make recommendations to the Board of Trustees with respect thereto.
3. To advise the President on any matter within the scope of the Committee's duties.

### **Academic Affairs**

Anna Maria Clementi  
Abigail Cochran  
Frank O'Donnell  
Christie Stover

The Committee on Administration and Finance shall have the following powers and duties:

1. To inquire into all fiscal affairs of the University, to consult with the President, and to consider and recommend to the Board of Trustees for action matters relative to the general administrative service functions and the fiscal and budgetary requirements and operation of the University, and those policies and other matters pertaining to the physical properties of the University, including all buildings, land acquisition and transfer, landscape plans, and developments and construction.

### **Finance and Administration**

Deborah Phillips – Chair  
Lynn Barrieau  
Christie Stover

The Executive Committee shall have the following powers and duties:

1. To act upon matters referred to it by the President of the University, when prompt action is necessary.
2. To consider and act upon proposals referred by the Board of Trustees.

### **Executive/Nominating**

Donald Irving – Chair  
Anna Maria Clementi - Vice Chair  
Deborah Phillips– Interim Clerk



The Committee on Student Life shall have the following powers and duties:

1. To consult with the President and consider and recommend to the Board of Trustees for action, matters pertaining to student life and activity, student Government, and the health and well-being of the student body.

**Student Affairs**

Anna Maria Clementi  
Abigail Cochran  
Gladys Rodriguez-Parker  
Carolyn Stimpson

The Committee on Personnel shall have the following powers and duties:

1. To consult with the President and consider and recommend to the Board of Trustees for action, matters relative to the personnel needs of the University.

**Personnel**

Frank O'Donnell  
Delfi Nieto  
Deborah Phillips

**Self-Evaluation (Ad Hoc)**

Anna Maria Clementi – Chair  
Delfi Nieto  
Gladys Rodriguez-Parker  
Lynn Barrieau

*Chairman Donald Irving is ex-officio on each standing committee.*

# Cover Sheet

## News Articles

**Section:** VIII. President's Report  
**Item:** E. News Articles  
**Purpose:** FYI  
**Submitted by:**  
**Related Material:** Clips for Nov 2017.pdf

# Panel in Fitchburg busts myths on mass shootings

By Paula J. Owen  
Correspondent

FITCHBURG – The science to identify risk factors for people who may carry out a deadly mass shooting is questionable, and experts and the public know very little about what would prevent such violent acts, according to behavioral science experts at Fitchburg State University.

Trying to predict who is a potential mass shooter based on risk factors is a balancing act of taking away individuals' rights with the science on the subject, said assistant professor Kori Ryan, who teaches human services at FSU.

She and assistant professors Zachary Miner, who teaches sociology, and Philip D. McCormack, who teaches criminal justice, all work in the school's behavioral sciences department at the school, and were part of an interdisciplinary panel that talked about misconceptions about mass shootings in a packed lecture hall Thursday.

The free presentation, "Deconstructing Las Vegas: Mythbusting Mass Shootings," was open to the public and came just weeks after a gunman opened fire on a crowd of concertgoers in Las Vegas that left many Americans with questions about what drove the carnage, and more recently the shooting Sunday at a church in Texas.

The panel addressed common misconceptions about mass shootings, misunderstandings about the connection between mental illness and violence, and explored academic research on the subject, before taking questions from the audience.

The panelists said the science is shaky on the subject and more research and studies need to be done.



**Assistant professor of sociology Zachary Miner, right, speaks during a panel discussion Thursday at Fitchburg State University on misconceptions about mass shootings. Next to him is assistant professor of human services Kori Ryan, and at left is Philip D. McCormack, who teaches criminal justice.** [T&G STAFF/CHRISTINE HOCHKEPPEL]

"As human beings, we want to feel safe and want to go to concerts, games and night-clubs and feel like we are safe, but I don't think we're ever going to be able to do that," Ms. Ryan said. "It's the same thing as when you walk out into the street and don't know if a car is going to hit you that day. The best thing we can do is try to identify risk factors and intervene," she said, while respecting individual freedoms.

Mr. McCormack provided an overview of data on mass shootings. The data, he said, show that mass shootings are not increasing in frequency or rates, but the deadliness, measured by the number of victims per incident, is increasing. It is a myth, he said, that mass shootings are increasing in number, but the number of deaths per incident is increasing.

Ms. Ryan said when a mass shooting happens, the first thing that happens is people ask if the person is mentally ill.

"It is the perception that if someone is going to carry out behavior like this, there must be something wrong with them," she said. "The general population thinks that means mental illness."

She said people then associate mental illness with violence, further stigmatizing people with mental illness who are most likely to be victimized to begin with, and think increasing access to mental-health services will help. But the answer is more complex than that, she says.

It is hard to draw conclusions from the data about who will carry out a mass shooting when researchers are dealing with statistical anomalies, she said.

Out of 256 possible mental illness diagnoses, "violence and anger" are not among them, she said. "Mental illness and talking about dangerousness are not the same," she said.

The science is still new

assessments for measuring dangerousness, she said.

"Psychiatrists are no better than you at predicting if someone will be dangerous over the long term," she said. "If they are actively a danger to themselves or others, they are better at it, but over the long term, they are not very good at it."

Also, very few are trained to administer tests for dangerousness and fewer are trained to administer risk assessment tests, or are willing to take on the liability of making a determination of whether someone is dangerous, she said.

Moreover, focusing only on mental illness with mass shootings gives mental health professionals a lot of power over potentially taking away people's freedoms, including their right to bear arms.

"It is based on shaky science," she said. "And we're asking them to predict a very uncommon situation."

# Sentinel & Enterprise

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## A survival story. A call for change

### Transgender activist shares ordeal, presses for dialogue

By **Amanda Burke**

[aburke@sentinelandenterprise.com](mailto:aburke@sentinelandenterprise.com)

FITCHBURG — Transgender-rights activist Nicole Maines Wednesday called on schools to develop policy solutions to counter discrimination based on gender identity.

Maines, a transgender woman, successfully sued her former school district in Orono, Maine, for civil-rights violations.

Her middle school had prohibited her from using the bathroom that matched her

Please see **TRANSGENER/14**



Nicole Maines, whose battle for transgender rights led to landmark legislation, speaks at Fitchburg State University Wednesday night.

SENTINEL & ENTERPRISE /  
ASHLEY GREEN

# Transgender activist shares her ordeal, presses for dialogue

**TRANSGENDER/**From Page 1

gender identity after a boy's grandfather complained.

"But what was the school supposed to do? They had never encountered a transgender person before, they had never had to develop any policy regarding a transgender student," Maines said to more than 75 people who attended her autobiographical talk Wednesday at Fitchburg State University.

"That's why it's so important for schools to form policies and have these kinds of conversations before trans students get there," she said.

As an elementary school student Maines said she felt more accepted. Over several years she transitioned in public, "easing" her peers along the process until the fifth grade, when she began living openly as a girl and going by the name, Nicole.

Then, after the grandfather's complaint, administrators forced her to use the staff bathroom.

Administrators were "isolating me from the other students, and sending a message that I was different and need to be kept in a different space," she said.

Her mental health suffered. Maines said she began missing school, and feeling anxious and experiencing suicidal thoughts.

So Maines left Orono and moved two hours away to Portland with her mother and twin brother. She decided to hide her identity as a transgender girl.

"We were so terrified that what happened in Orono would happen in Portland," she said.

Maines and her twin brother a few years later were accepted to a private high school where she met students who accepted her.

She said no longer felt the need to prove her gender identity to her peers.

"For the first time in the long time I could really wrestle with my own identity, and come to a place where I was comfortable



Transgender-rights activist Nicole Maines speaks at FSU Wednesday night as part of the university's Equity and Diversity series. SENTINEL & ENTERPRISE / ASHLEY GREEN

with myself and my body," she said.

She won her suit against Orono's school district on appeal to Maine's Supreme Court in 2014, setting legal precedent that affirmed the rights of transgender students in public schools.

But those rights, said Maines, are being chipped away under the Trump administration.

In February, President Donald Trump rescinded Obama-era rule stating a federal anti-discrimination law protected transgender students' right to use the bathroom that matches their gender identity.

Maines said as of this May, over a hundred anti-LGBT bills had been introduced across 30 states.

"Now in more than 30 states transgender people don't count as people," she said. "I can be denied housing, fired, kicked out of a restaurant, and be told that my

because I'm different."

Maines is an actress and college student whose upbringing and transition was recounted in the book, "Becoming Nicole: The Transformation of an American Family."

She was featured in the HBO documentary "The Trans List," and guest starred in the USA Network series Royal Pains.

Her father, Wayne Maines, introduced her to the crowd at FSU's Hammond Hall.

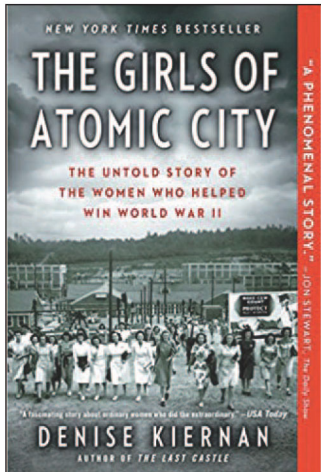
Wayne Maines said in the political landscape today is characterized by conservative policy.

The self-described former conservative "upstate hillbilly" from New York said his initial discomfort with his daughter's gender identity fell away as "I watched my children grow, and I listened to my wife."

"I just wanted to show you that there is light at the end of the tunnel," he said.

# FSU Community Read

Fitchburg State University's Community Read will be held Wednesday, Oct. 25, starting at noon, at the Amelia V. Gallucci-Cirio Library, Hammond Hall, 160 Pearl St., Fitchburg. A book-club-style discussion of "The Girls of Atomic City," by Denise Kiernan, will be led by librarians Connie Strittmatter and Asher Jackson, along with Dani Langdon from the university's Center for Professional Studies.



## COLLEGE TOWN

### FSU to host benefit for Puerto Rico relief

Fitchburg State University student organizations will hold a fundraiser for hurricane relief efforts in Puerto Rico from 7 to 10 p.m. on Wednesday at the Fitchburg Armory, 14 Wallace Ave., Fitchburg. Tickets are \$10, \$5 for those bringing donated necessities and free for children 9 and younger.

Diapers, baby food, batteries, first-aid supplies, feminine hygiene products, toothbrushes, toothpaste, wet wipes, and waterless shampoo will be collected at the door.

Highlights include food, face painting and games, as well as music and dancing celebrating Puerto Rican culture.

All proceeds and goods collected will be given to the nonprofit Vision Misionera of Pennsylvania, operated by the father of FSU staff member Joel Rodriguez.

# 'Fake news' is nothing new

## Lunenburg panel explores the roots of dishonest journalism

By Nick Mallard

[nmallard@sentinelandenterprise.com](mailto:nmallard@sentinelandenterprise.com)

LUNENBURG — It may seem like a recent development, but the trend of “fake news” goes back nearly as far as the printed word.

The term — which has gained notoriety in tweets from President Donald Trump — was the topic of a panel discussion Sunday afternoon at the Lunenburg Public Library, with a trio of experts from Fitchburg State University lending their ears and advice to those who attended.

Dr. Sean Goodlett, interim dean of Library and Academic Support Centers, said the pandemic has roots in some of the earliest days of print leaflets, called “news” because they delivered new stories to those who read them.

“It’s not until the 20th century that you get a news media that you think of with rigorous standards, being evidence-based



Kyle Moody, assistant professor in the Communications Media Department at Fitchburg State University, speaks about fake news at the Lunenburg Public Library on Sunday.



# Lunenburg panel shares tips on how to spot fake news

**FAKE NEWS**/From Page 1 and having ethics behind it," Goodlett said. "That modern form of journalism is really a 20th-century product. Fakery has

been part of media production since the inception of printing." Goodlett spoke alongside Renée Fratantonio — a research services librarian — and Kyle Moody,

assistant professor in the communications media department at Fitchburg State. Fratantonio shared the

tale of an 18th-century tale of "the Monster," a man who was said to have committed several stab-bings in London, with reports running over a two-year span in a pair of publications.

Despite the *London Times* admitting within a month of the first published account that it was a fabrication, the stories caused "a moral panic" in London, according to Goodlett, and even served as the catalyst for increased police surveillance calls for new legislation, often with foreigners as the target.

Things have gotten even worse with social media, he noted, as it "has a particularly distorting effect" of what is fictitious.

Moody said these stories will often suggest how a reader should feel in the headlines and often can be picked out as fake because of a lack of editing. They're often written by "actors," not necessarily thespians, but those who aren't "mandated to do journalism."

These stories draw viewers to websites, usually through social media such as Twitter or Facebook, where clicks equal cash for the owners of the publication.

"Sensationalism drives people to these sites and

stories," Moody said. "As humans, we are storytellers and attracted to stories. And it works. We wouldn't be here talking about this if there wasn't an economic incentive for it."

Moody was quick to point out that stories with a bias or an opinion one doesn't agree with doesn't automatically deem it "fake," an epidemic he's seen since Trump began

deeming news outlets as such. He also said parody sites such as The Onion or the New York Times' Borowitz Report shouldn't be viewed as "fake news," since they're clearly marketed as satire.

"Fake news is a horrible term because it covers too many things," Fratantonio said. "There are so many things that can fall under that."

Fratantonio has set up a guide to help readers determine whether new stories are legitimate on Fitchburg State's website, [fitchburgstate.libguides.com/fakenews](http://fitchburgstate.libguides.com/fakenews). On the site,

there are simple guidelines, as well as links to fact-checking sites, which she laments "most people don't actually believe or trust."

To cover the basics, she says, readers should consider the source and research the author. Fratantonio also suggests following linked sources in online stories and to read beyond the

headline, which can be written in an outrageous fashion to draw traffic.

Moody noted that there are "real consequences of fake news," with civil discourse falling victim to fabricated articles and those types of stories are now shaping our reality.

"Fake news fills a vacuum where real journalism can't be produced fast enough," he said, pointing to the need for fact-checking and credible sources. "The younger generation is used to getting information for free, and we're getting what we paid for."

**"The younger generation is used to getting information for free, and we're getting what we paid for."**

*Fitchburg State assistant professor Kyle Moody*



Dr. Sean Goodlett, interim dean of library and academic support centers at Fitchburg State University, speaks about fake news at the Lunenburg Public Library on Sunday.

# Sentinel & Enterprise

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## Going 'Into the Woods' to resurrect musicals at FSU

By Elizabeth Dobbins

[edobbins@sentinelandenterprise.com](mailto:edobbins@sentinelandenterprise.com)

FITCHBURG — The first musical in 10 years at Fitchburg State University will open next Thursday.

Ask anyone involved what they will be doing between now and then and they have one quick answer: rehearsals.

"We're about to hit about 8 million hours of rehearsal between now and Thursday," Director

Richard McElvain said.

The play "Into the Woods," won a Tony for Best Book and Best Score in 1988 and was made into a movie 2014.

"It's about questing. In another words, not staying at home, but taking a chance and changing your life," he said. "And it's about parents and children."

The world of the play is populated

Please see **MUSICALS** by BoardOnTrack



Meighread Deandeneau, playing Cinderella, and Merrick Henry, playing the Baker, rehearse a scene for "Into the Woods" on Tuesday. **For a slide show and videos from rehearsal, visit [sentinelandenterprise.com](http://sentinelandenterprise.com).**



**ABOVE:** Actors, from left, Lauren Esper, Meighread Deandeneau, Nick Spatola and Merrick Henry rehearse a scene from "Into the Woods" on Tuesday. **RIGHT:** Shani Farrell sings during rehearsal.

SENTINEL & ENTERPRISE PHOTOS/JOHN LOVE

# Musical a trip 'Into the Woods'

**MUSICAL/**From Page 1

by fairy tale characters, including Jack from Jack and the Bean Stalk, which will be played by college junior Nicholas Spatola.

Fitting in classes around a daily 6 to 10 p.m. rehearsal schedule is difficult, but Spatola is looking forward to opening night, he said.

"I'm so excited," he said. "Doing 'Into the Woods' is like a dream come true."

McElvain, a professor of theater, said the university brought back the musical this year because of a

number of talented singers in the program.

"We have the voices," he said. "We've been trying to do musicals for a long (time). ... Now we have them and we're going to do it."

The university's purchase of the Theater Block last year, which the school hopes to eventually renovate into a performance space, is also on McElvain's mind.

"We look forward to it," he said. "And this is a stepping stone toward that."

In all, about 50 Fitchburg State

University students will participate in the production at Wallace Theatre for the Performing Arts in the McKay Complex on Rindge Road.

Tickets are \$3. The performance times are as follows.

- Thursdays, Nov. 9 and 16 at 6:30 p.m.
- Fridays, Nov. 10 and 17 at 7:30 p.m.
- Wednesday, Nov. 15 at 6:30 p.m.
- Saturdays, Nov. 11 and 18 at 2 and 7:30 p.m.
- Sunday, Nov. 12 at 2 p.m.

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FITCHBURG STATE UNIVERSITY  
Fitchburg City Council  
At-Large Candidate Debate  
Oct. 18, 2017  
Sentinel & Enterprise

Candidates, from left, David Clark, Andrew Couture, Marcus DiNatale, Thomas Donnelly, Michael Hurley, Kelly Johnson, Sam Squailia, Dean Tran and Anthony Zarrella participate during the Fitchburg City Council At-Large debate Wednesday night at Fitchburg State University. **See video at [sentinelandenterprise.com](http://sentinelandenterprise.com).**

SENTINEL & ENTERPRISE / ASHLEY GREEN

# At-large hopefuls speak out

## Spending, injection facilities among issues at Fitchburg council debate

By **Elizabeth Dobbins**  
[edobbins@sentinelandenterprise.com](mailto:edobbins@sentinelandenterprise.com)

FITCHBURG — At-large City Council candidates engaged in a sometimes heated debate as they discussed upcoming capital improvement projects, economic development and super-

vised injection facilities at Fitchburg State University Wednesday night.

How the city should invest in capital projects, like renovating City Hall, was among the contentious issues the candidates addressed.

Many said they would prioritize  
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work on the library — a \$31.3 million renovation proposal, which a portion, \$12.4 million, would be state funded.

“I’ve seen the same water spot grow over the past 10 years,” challenger

Please see **DEBATE/6**



Clark



Johnson



DiNatale



Couture



Tran



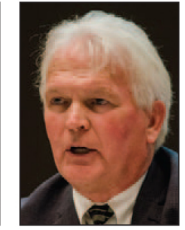
Zarrella



Squailia



Hurley



Donnelly

# Fitchburg at-large candidates square off

**DEBATE**/From Page 1

Andrew Couture said. “It just continues to degrade. We need to put the money back into the library.”

Five others also spoke in favor, some more enthusiastically than others, of prioritizing the library: challenger Michael Hurley, challenger Kelly Johnson, incumbent Dean Tran, challenger Anthony Zarrella and incumbent David Clark.

Some candidates, like Johnson and challenger Sam Squailia, urged the need to maintain the properties the city already owns with Squailia pushing for a focus on the “core needs, not the ones we can’t afford.”

Incumbent Marcus DiNatale, argued the city will free enough bonds in 2019, when the high school and fire station headquarters are paid off, to pay for the library, City Hall renovation and — his personal priority — Crocker Elementary School.

E. Thomas Donnelly, another incumbent, agreed.

Squailia countered that the money put toward City

Hall could be better used for road projects.

In total, nine candidates joined in the discussion sponsored by the Sentinel & Enterprise, Fitchburg State University and FATV. Andrew Cordio, who is also running for office, was unable to attend.

Council hopefuls also weighed in on economic development ideas and challenges in the city with many praising Fitchburg State University’s decision to purchase the theater block on Main Street.

The university plans to put an entrepreneurship center and, eventually, a theater in the space.

“The key to revitalizing downtown both economically and culturally is to embrace the idea ... of a college town atmosphere,” Zarrella said.

Tran said streamlining permitting processes in City Hall could encourage more businesses to enter the city. He pointed to the creation of the economic development director position as one of the steps the city has recently taken toward this goal.

Both DiNatale and Don-



Supporters hold signs for their candidates ahead of the Fitchburg City Council At-Large debate Wednesday night at Fitchburg State University.

SENTINEL & ENTERPRISE / ASHLEY GREEN

nelly spoke about the city’s current abundance of regional nonprofits. They urged the need for businesses to come to Fitchburg instead.

“I know people need help, but Fitchburg has more than its fair share of social services,” Donnelly said.

Candidates aPowered by BoardOnTrack Zarrella calling

the idea “asinine” and a facilities, places where people can inject heroin or other narcotics under medical supervision. The Massachusetts Medical Society’s House of Delegates overwhelmingly approved a similar pilot project in April.

Every candidate was against placing such a facility in Fitchburg at this

modern day opioid den.

Johnson spoke in favor, like many candidates, of welcoming medical-marijuana investment in the city, but drew the line at this suggestion.

“It’s a risk I would not be willing to take,” she said.

While Squailia said she does not support the installation of such a pro-

gram at this time or maybe even in Fitchburg, she said she was “disappointed” the candidates so quickly dismissed the idea.

Hurley opposed the idea, but said if anywhere wants to try, Leominster, near the hospital, would be a better choice than Fitchburg.

Follow Elizabeth Dobbins on Twitter @Dob- 69 of 74 binsSentinel

SEE THE VIDEO



SENTINEL & ENTERPRISE.COM

# Fitchburg State University - Board of Trustees - Agenda - Tuesday November 14, 2017 at 8:00 AM

# FSU to host FAFSA Day on Oct. 29

FITCHBURG — Fitchburg State University will join more than

---

30 other institutions offering free help on the Free Application for Federal Student Aid, more commonly known as FAFSA, for college-bound students on FAFSA Day Massachusetts.

Fitchburg State's financial-aid professionals will offer assistance starting Sunday, Oct. 29, at 1 p.m., at the Antonucci Science Complex, 333 North St.

Every high-school senior, college student

a:Powered by BoardOnTrack

will be attending college during the 2018-2019 academic year needs to complete the FAFSA to apply for federal, state and institutional financial aid. FAFSA Day Massachusetts, a College Goal Sunday program, provides free help statewide to students and families looking to complete the FAFSA.

To register at Fitchburg State, visit [www.masfaa.org/fafsa-day-register](http://www.masfaa.org/fafsa-day-register). 70 of 74

## Cover Sheet

Holiday Show - Glenn Miller - Saturday, December 9 at 7:00  
p.m.

**Section:** IX. Dates for consideration  
**Item:** A. Holiday Show - Glenn Miller - Saturday, December 9 at 7:00  
p.m.  
**Purpose:** FYI  
**Submitted by:**  
**Related Material:** Glenn Miller invitation.pdf

JOIN US!

**Saturday, Dec. 9**  
**at 7 p.m.**

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[fitchburgstate.edu/centerstage](http://fitchburgstate.edu/centerstage)

\*Discount applies to [Powered by BoardOnTrack](#) or over the phone.



# Cover Sheet

## Winter Commencement Ceremony on Friday, December 22 at 6:30 p.m.

**Section:** IX. Dates for consideration  
**Item:** C. Winter Commencement Ceremony on Friday, December 22 at  
6:30 p.m.  
**Purpose:** FYI  
**Submitted by:**  
**Related Material:** PRES\_winter invitation.pdf



President Richard S. Lapidus and the Board of Trustees  
request the honor of your presence at the

121ST ANNUAL WINTER  
**COMMENCEMENT**

**Friday, December 22, 2017 at 6:30 p.m.**  
**Athletics & Recreation Center**  
**130 North Street, Fitchburg, Massachusetts**

---

In the event of inclement weather, the event will take place  
on Saturday, December 23 at 2 p.m.

*The favor of a reply is requested by December 7 to the President's Office at 978-665-3101*