

# Five Colleges, Incorporated

## Progress on Strategic Initiatives as of 1/17/12

Theme	Project	Goals	Responsible Person and Team	Deliverable/deadline	Cost/ Source	Progress January 2012
	<b>Category 1 Academic Excellence</b>					
More Seamless Experience	Library Electronic Resource Seamless Integration	Get Recommendations on Improved Management; Provide Broader Access	Five College Librarians Council with assistance of consultants R2, LLC	Consultants' report received Nov. 2010 Plan for improvement adopted by FCLC, Spring 2011	Consultant cost: \$75,000 Davis Education Foundation Grant	Consultants' report received; FCLC plan for improvement endorsed by Five College Deans and Board of Directors March 2011; searching for funding.
More Seamless Experience	Library: Common Discovery Tool	Improved (and common) software support for searches of the Five College catalogs and databases and of other resources	Five College Librarians Council with assistance of the Discovery Task Force	Selection and implementation of a common Discovery Tool /Summer 2011	~\$20K per college/year from library budgets	EBSCO's Discovery Service selected for the four colleges; to be implemented in Fall 2011.
More Seamless Experience	Library: Common Subject Guides	Improved resources for students and faculty members seeking resources	Five College Librarians and their RIO committee working with program steering committees	Development of Common subject guides for all Five College programs (departments, majors, certificates) / 2011-2012	Staff time	Development of samples now underway.
More Seamless Experience	Library: Rapid ILL	Improved speed of response for ILL requests for journal articles	Five College Librarians Council	Likely implementation by all four campuses in 2011-2012 fiscal year	Set-up cost \$18K Sustaining \$5-8K per school	Campuses are considering it; UMass already using it.
More Seamless Experience	Library: Expand joint holdings through single Five College subscriptions to selected items	Make more resources accessible to all by Five College subscriptions to some journals and e-books	Five College Librarians Council	Pilot installations of e-books and single Five College subscriptions on Depository site/ Summer 2011 and Fall 2011.	Staff time	Details being explored; need all campus access to Depository site; searching for funding.
More Seamless Experience	Digitized materials Intellectual property policy alignment	Expand access from all campuses to locally digitized materials on each campus	Elisa Lanzi, Maria Toyofuku and committee; consultant Kenny Crews	Improved and uniform policies by Spring 2011: Guidelines and Toolkit	\$7000 FCI Coordinator's Fund	Multiple drafts; full policy under legal review.

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	<b>Category 1 Academic Excellence Continued – page 2</b>					
More Seamless Experience	Library: Expand joint holdings through negotiated prices with vendors	To provide more access to all students and faculty members to subscriptions	Neal Abraham and Five College Librarians Council	New negotiated consortium rates that provide subscription access to all five colleges even though initially on 3 or 4 are paying for subscriptions/ Summer 2012	Staff time; possible increment in cost	Preliminary work to investigate scope nearly completed; discussions with RTP Libraries; several early successes with Math/Sci Net and Gale Publishing
Sustainability	Sustainability FC Certificate	New Interdisciplinary certificate program	Beth Hooker (Five College Sustainability Programs Coordinator) and Five College Sustainability committee	Proposal submitted to the FC Deans for review in late fall 2010	Time; \$3000 program funding	Proposals now under review for approval at individual colleges.
Sustainability	Sustainability program resources	Create shared resources of listserv, integrated list of courses, list of faculty members, list of programs; seminar/speaker series	Beth Hooker and Five College Sustainability committee	Sustainability website with these features/ listserv Fall 2010; updated website Spring 2011	Time; minor program expense	Listserv running; speaker series active 2010-12; website up spring 2011.
Sustainability	Coordinate use of field station resources	Inventory separate campus and Five College (Hawley Bog) field station resources and develop strategies for shared use	Beth Hooker and Five College Sustainability committee	Committee to be formed in 2011-2012; list of resources developed; policies for shared use developed by Summer 2012	Time	Committee formed; sharing policies under development
	Inauguration of 5yr BA/MA programs "Accelerated MA"	Intercalated BA/MA course work in 3 <sup>rd</sup> , 4 <sup>th</sup> , and 5 <sup>th</sup> years	Nigar Khan & Brian Harvey (UMass) Danielle Carr (Smith)	10-20 programs phased in over 2 years; develop college liaisons and marketing	For Team teaching; curriculum planning; visitors Funding received from Andrew Mellon Foundation in Sept 2011.	Template approved; 10 programs approved at UMass; New collaborative groups forming.

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	<b>Category 1 Academic Excellence Continued – page 3</b>					
	FC Program Review Schedule	System of periodic self studies, external reviews and strategic plans for improvement	Neal Abraham, Nate Therien	Review schedule/ Oct. 2010; Form Advisory committees as needed	Modest cost for external reviewers/ FC Coordinator's Fund	Review schedule established: FCAD Review completed, May 2011; NAIS, EWC completed; 11-12 reviews: CMS, FCWSRC, Mass Review, FCCSWL, FCCEAS, etc.
	Integrated list of campus program reviews	Coordinated studies of programs; More systematic descriptions of FC resources for programs under review; Sharing of outcomes	Neal Abraham, Nate Therien; Five College Deans	2010-2011 coordination plan by mid Fall	No cost	Coordinated UMass Astro (AQAD) and FCAD in spring 2011; strategic planning Fall 2011.
	Inaugurate program of FC residencies and FC visiting faculty positions	Establish stronger Five College visitor programs for guest teaching and residencies	Nate Therien and Five College Deans	Multicultural theater residencies spring 2011; others begin in spring 2011 and 2011-2012	Use banked endowment income	Residencies for 2011, 2012. Fall 2011 proposals approved for 2012, 2013.
	Expand and coordinate faculty development efforts	Meet needs for professional development workshops, mentoring, create cohorts of new faculty members	Nate Therien, Alexandra de Montrichard and Faculty development and teaching and learning center coordinators, esp. Mary Deane Sorcinelli	Develop specific program plan beyond summer writing workshop/Fall 2010 – Publication workshops; etc.	\$5000/yr	Faculty Development directors now coordinate program information; spring publishing workshop scheduled 2012
	Inventory major scientific equipment and facility/services	To enhance planning and cooperative research and teaching endeavors	Neal Abraham, Nate Therien	First list to be prepared in Summer 2011	No cost	Delayed; inventories on campuses still being prepared.

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	<b>Category 1 Academic Excellence Continued – page 4</b>					
More Seamless Experience	Streamline cross registration	To make it more convenient and responsive to student requests	Neal Abraham, Nate Therien, Maria Toyofuku, Registrars	Registrars to identify possible improvements, costs, and timelines Spring 2011 (Done)	No Cost for the study	Registrars discussed 40+ “potholes” with IT directors in summer 2011; improvement projects adopted for 2011-2012; others under review for 2012-2013. Registrars also to do specific surveys and take action steps in spring 2012.
Museum Collection Management Website Design		To ease and improve access to collection databases for students and faculty members	Museums10 and 6 museum directors; Maria Toyofuku	Fall 2011	\$1,500 Five College Coordinator’s Fund	New website went live in Fall 2011.

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	<b>Category 2 Administrative Convergence</b>					
More Seamless Experience	*Library Electronic Resources project (see Category 1)					
	Library cataloging and acquisition processing	Unified work stream for cataloguing and processing non YBP books and gifts	Charlotte Patriquin (MHC) Jay Schafer (UMass)	Trial operation at UMass to provide services to MHC for 2010-2011		Trial satisfactory; renewed for 2011-2012.
Thoughtful convergence	Compliance Management	Create a shared resource of staff and services to guide each college campus's compliance oversight and management	Business Officers, Beth Carmichael, Barbara Lucey	Design and create a plan for compliance management on the four campuses; Drupal based compliance database of regulations, policies and responsible persons at each college campus to go live Spring 2012; compliance committees to be fully activated at each of the four campuses by end of Spring 2012	\$110,000/yr	New staff member hired for risk management; database under development for release mid-Spring 2012 already alpha demonstrations; compliance policy development begun Fall 2011, especially for policies on sexual harassment, sponsored research, title IX, ADA; committees begun Fall 2011.
Thoughtful Convergence; More Seamless Experience	One-card	Explore possible collaborations in vendor or interoperability that might facilitate such things as library services or dining services; or debit card use with external vendors	One card committee chaired by Bob Crowley on technical issues; Barbara Lucey working with campus representatives	Discuss technical issues on interoperability and usage of ID numbers and magnetic stripe sections; explore issues of common vendor services		UMass chose CBord in Fall 2011, in cooperation with FCI and 5C IT representative, bid includes cooperative opportunities with vendor for other colleges

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	<b>Category 2 Administrative Convergence – page 2</b>					
Thoughtful Convergence	Print/Mail Services	Identify and implement sharing of excess capacity for greater efficiency and cost savings	Barbara Lucey, Principal Business Officers, Print/Mail managers	Environmental Scan and consultant's report to be completed in 2010-2011; Options reviewed by Principal Business officers in 2010-2011; Possible sharing to begin thereafter.		Consultant Study completed spring 2011; Hampshire already using UMass for mail services; Smith began selective use of UMass mail services in spring 2011.
Thoughtful Convergence	Projects under investigation: Non-resident alien services Accounts Rec/Pay Payroll Fleet management Shared internal audit function Procurement Grant accounting	Identify and implement administrative collaborations and consolidations that achieve economies at same or better service	Barbara Lucey and Principal Business Officers; Controllers	Specific collaborative projects to pursue identified Fall 2010; Fall 2011  Investigation of specific opportunities/ Spring 2011	Transition costs to be funded by return on investment	ADP review of potential for savings in Accounts Rec/Pay completed summer 2011; UMass HR coordinating annual update on non-resident alien compliance practices; AC/MHC share grant accountant
	ADA and Assistive Technologies	Improved services for students needing learning assessments and/or assistive technologies	Neal Abraham and Principal Student Affairs Officers and ADA Academic Disability Services Directors	Draft RFP and hire consultant to advise/Spring 2011; plan for improved assessment process and shared equipment and software	Cost shared among student affairs offices and FCI	Consultant visit; final report received in April 2011. Service planning ongoing;
	Patent assessment and tech transfer	Expand invention/patent assessment and filing and tech transfer licensing for the colleges and their faculty members	Five College Deans and Board of Directors	Exploratory discussions with outside vendor and with UMass Vice Chancellor Mike Malone; 2011	Per service basis	Smith has engaged the UMass Outreach Office to handle a patent case, Fall 2011.

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	<b>Category 2 Administrative Convergence – page 3</b>					
	Federated Procurement	Multi-institutional federated on-line procurement for choice and deeper discounts through committed volume	Barbara Lucey & PBOs working w/ The Boston Consortium (Tufts lead) and meta-consortium group	Monitor Trial project at TBC/ 2010-2011	\$20,000 set-up per school; \$5000/yr per school Source: savings	Demo to PBOs in April 2011; further demo to staff in June; discussions continue.
	Health Management Initiative	Negotiate with insurance providers for deeper discounts if employees provide lifestyle information for targeted interventions	Barbara Lucey and PBOs working with Boston Consortium and meta-consortium group	Monitor Trial/ 2010-2011		Observation of pilot continues.
	CoHIP Cooperative Health Insurance Program: CEVoNE, Collaborative Education Ventures of New England	Cooperative insurance of health cost risks	Barbara Lucey and PBOs working with The Boston Consortium and meta-consortium group; Kevin Kerwood; Beth Carmichael	Monitor TBC Trial/2010-2011	\$50K for board seat may be repaid from savings; \$20K per school (other 3) to join later/ savings	Colleges signed on with Smith as Founding Member, with Board seat for one of three colleges summer 2011; providers chosen: Tufts and Harvard Pilgrim Fall 2011; Services may be available mid-2013.
	Multi-College Consortium larger than the five colleges	New peer groups for sharing	Carol Christ; Neal Abraham	Exploratory New England regional meeting Fall 2010; Spring 2011; Summit meetings of leaders of 14 Pioneer Valley higher education colleges to explore possible efficiencies through collaboration; meetings with school superintendents and their senior staff members 2011-2012.	No cost	Meeting convened by Accenture in Hartford in March 2011; Two summit meeting of leaders of the 14 campuses identified college access and K-12 services as priorities.

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	<b>Category 2 Administrative Convergence – page 4</b>					
	Sustainability (Energy management, recycling management, other)	Find and share best practices; and share management services where appropriate	Barbara Lucey; Principal Business Officers; Facility Directors	Following resignation of shared energy manager and recycling manager; new proposals and ideas solicited from campus communities in spring 2012; to be vetted by PBOs and Board of Directors in Spring 2012; Facilities directors to meet in spring to discuss possible coordinated strategies for solid waste disposal given near-capacity or scheduled closing of local landfills.		Call for suggestions and ideas issued in December 2012.

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	<b>Category 3 Identity and Community</b>					
More Seamless Experience	Shibboleth Federated Identity Authentication	Efficient recognition of members of the five college communities for access to on-line resources	Maria Toyofuku and teams from each campus	Amherst & UMass pilot in Fall 2010; all other campuses before Fall 2011	Davis Education Foundation Grant proposal funded	All campuses now operational.
More Seamless Experience	Shibboleth production: UMass Microsoft Licensing			Implement for Fall 2010	In-house UMass staff members	Completed.
More Seamless Experience	Shibboleth production: Amherst Account Provisioning			Implement for Fall 2011	Amherst and partner IT staff time	Shift to Spring 2012 implementation.
More Seamless Experience	Shibboleth production: Hampshire Moodle Hampshire authorization			Implement for Fall 2011	Hampshire and partner IT staff time	Implemented.
More Seamless Experience	Shibboleth production: to provide library resources	Develop more straightforward access to library services such as catalog; e-books; and discovery service		Develop first instance, probably for the EBSCO discovery service shared by 4 colleges by Fall 2012	Staff time; subscriptions for all to In-Common \$5000 each	Preliminary development on-going.
	FC Image study with consultant	Clearer statement of Five College value for students, faculty members, other employees	Kevin Kennedy; and Five College Communication Directors; broadened committee to include admission, advancement, faculty & student input	RFP developed/summer 2010 Consider consultant/ fall 2010	\$50K - \$100K	FC Directors decided to pursue as part of separate campus communication assessments; and student surveys.
	Expanded FC sub-community resources	Support all FC sub-communities with listservs, websites, and support staff as needed	Maria Toyofuku and Nate Therien	Create all listservs/spring 2011	FCI staff member	Directory to be available for Spring 2012.
More Seamless Experience	FC integrated directory of faculty members	Integrated faculty directory with information on interests and specialties	Maria Toyofuku	More automated update of directory entries/ spring 2011		Basic directory information to be shared for Spring 2012 integrated directory.

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	<b>Category 3 Identity and Community -- page 2</b>					
More Seamless Experience	Restore Calendar alignment	Restore alignment of campus calendars, particularly starting of classes in second semester	Campus Registrars; Deans; Board of Directors	Complete calendar approval through 2016-17/ fall 2010		Closer spring start dates adopted Fall 2010 for coming five years.
More Seamless Experience	Transportation and Class scheduling improvement	Launch trials with express buses between Mt. Holyoke and Smith	Neal Abraham and Nate Therien	Express buses for high demand interchange fall and spring 2010/2011; add more for 2011-2012.	\$60,000/year Transportation Reserves	Private express buses added, 2010-11; expanded PVTA service 2011-12 bus 39E with: 9 express runs each way each day M-F.
More Seamless Experience	Transportation and Scheduling Study and comprehensive improvement	Study transportation needs and how best to match them to class schedules, and bus service	Neal Abraham and Nate Therien	Analyze data for current interchange and bus needs in Spring 2011/ Negotiate changes with PVTA & Seemo	\$no cost	Improved Five College schedules on Bus 38 from UMass to MHC and 39 for SC to HC; launched Fall 2011 (shorter total trip by 10 min., never more than one class period).
More Seamless Experience	Improve Cross-Registration	See above (category 1: Academic Excellence).				
	Student Brochure on Five College Opportunities	Create a better promotional tool describing Five College opportunities for students	Kevin Kennedy; Five College Admission Directors	New Brochure: The Power of Five / Spring 2011	shared	New Brochure published May 2, 2011.
	Five College Aspects to New Student Orientation	Create programs within each campus's new student orientation for presentation of Five College opportunities	Kevin Kennedy; Five College Student Coordinating Board; Five College Orientation Directors	Five College new student orientation event / Fall 2012	Shared	FC Student Coordinating Board will organize.

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	<b>Category 3 Identity and Community -- page 3</b>					
	Five College Faculty Advisory Council	Create a new forum for faculty feedback to consortium administrators about Five College programs already in place and about ideas for new programs	Neal Abraham and Nate Therien	Form a Faculty Advisory Council with 5-6 members from each of the five campuses by Fall 2010 and convene meetings at least annually thereafter	Meal for 25 once or twice a year	First meeting of the Five College Faculty Advisory Council in Nov. 2011; compilation and discussion of ideas for improvements and new initiatives

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	<b>Category 4 Information Technology</b>					
	FC IT inventory and assessment	Update records of projects and services on each campus	Maria Toyofuku and FC IT Directors	Complete inventory/Fall 2010		Completed Spring 2011; to be continued annually.
	FC IT planning review and consultant	Gain external perspective on collaboration opportunities and IT trends	Neal Abraham, Maria Toyofuku, FC IT Directors	Complete RFP/Summer 2010 Study/Fall 2010	Consultant cost: \$38,000// Mellon Presidential Grant; Coordinator's Fund	Completed January 2011; IT Directors plan endorsed by Deans, Directors and PBOs in May 2011; for 2011-2012.
More Seamless Experience	Integrated KeyServer Implementation	Improved possibilities for shared software licenses	Maria Toyofuku and campus team leaders	Standardize implementations/ Spring 2011	Davis Ed funding; standardizing configurations of instances for data collection on usage.	Summer workshop 2011.
More Seamless Experience	Virtual Computer Laboratory Implementation	Improved possibilities for sharing desktop computer images and associated licenses	Maria Toyofuku and campus team leaders	Implementation of VCL/ Spring 2011	Davis Ed funding	Two instances now in trial use at AC, Fall 2011.
	Marketing dark fiber of FCN	Use excess capacity; spread maintenance costs over more users	Marketing agent: LINX; Maria Toyofuku, Barbara Lucey, Neal Abraham	Retail leases of fiber/ Spring 2011	\$50,000 upfront investment/FCN budget assessments	Retail lease options found limited; exploring wholesale lease/sale options.
	On-line paperless application management tool for FC searches	Streamline application processes; share application materials with committees	Maria Toyofuku	Fall 2011		Temp solution for Spring 2011; Implementation through Smith HR services in Fall 2011.

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	<b>Category 4 Information Technology – page 2</b>					
More Seamless Experience	Shibboleth Federated Identity Authentication	See above (category 3 entries) Implementation and production items.	Maria Toyofuku and campus team leaders	Move to applications: HC-CMS; AC-CMS; explore library catalog needs		
More Seamless Experience	Align intellectual property policies for digitized materials (see Category 1)					
More Seamless Experience	Share/Hosted UM Data Center		Maria Toyofuku and campus team leaders			Exploring costing models and space in new UMass Science buildings.
More Seamless Experience	Local Moodle UG	Exchange ideas, news, expertise	Maria Toyofuku			Joined the start-up local Pioneer Valley Moodle group. Extends to other area colleges.
More Seamless Experience	FC Drupal UG	Exchange ideas, news, expertise	Maria Toyofuku			Convening first group meeting in Oct, 2011; align with regional group.
More Seamless Experience	Upgrade to Five College Net – Fiber Optic Network	Move all campuses to 10 Gigabit/second service	Maria Toyofuku, FC IT Directors and FC Networking group	Purchase new optics and electronics to upgrade network operations from 1 Gbs	\$1-1.5 million to be invested in summer 2013	Upgrade recommended for approval by IT directors, Five College Deans and Five College Business Officers; Decision by Board of Directors to be made in February.

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	<b>Category 5 Local and Regional Engagement</b>					
	Inventory engagement activities and partners	Identify opportunities and gaps	FC CBL; Teacher education; FC College/Schools Partnership	Draft comprehensive list/Fall 2010		Updated version in preparation.
	Open Five College Presence with UMass in Springfield	Begin to apply Holyoke Compact ideas to Springfield community service efforts	Coordinate with John Mullin and Maryann Lombardi; Nate Therien and FC CBL committee.	Support nascent Springfield Bound program. Identify location and staffing/Fall 2010		Regular Springfield Bound. Five College coordinator to work in Holyoke and Springfield; designated space too expensive for now.
	Open Five College Presence with HCC in Holyoke	Provide hosting and staffing for Holyoke Compact in Holyoke	Coordinate with Jeff Hayden, HCC; Nate Therien and FC CBL committee.	Identify location and staffing/Fall 2010	\$31,000/ FC reserves	FCCBL space at the Holyoke Transportation Center in Fall 2011; coordinator added Fall 2011.
	Develop options for coordinated express transportation to and from Holyoke	Improved employee and student transportation; improved access for community service; economy	Neal Abraham, CBL committee; PVTA	Proposed trial routes/fall 2010; implement Fall 2011	\$60,000/Transportation reserves	New PVTA bus routes to serve HTC from the campuses launched Fall 2011.
	Build networks to support regional math-science K-12 partnerships		Rick Adrion (UMass), George Avrunin, Sue Thrasher (FCI)		NSF funding	NSF \$300,000 for 2-yr of Western Mass Math Partnership April 2011; week-long workshop in June 2011.

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	<b>Category 5 Local and Regional Engagement – page 2</b>					
	Provide internet support to UMass & Five College spaces in Springfield		Maria Toyofuku (FCI); Dan Blanchard (UMass); Chris Misra (UMass)			Discussions continuing.
	Assist in connection to the MBI network and its middle mile program		Maria Toyofuku (FCI); Donna Baron (MBI);			Discussions continuing with MBI network operator.
	Work on outreach and planning for the Holyoke High Performance Computing Center		Maria Toyofuku, Neal Abraham, Rick Adrion, Sue Thrasher			Discussions continue for Holyoke Innovation District.
	Help to place visiting writers, artists, musicians in school activities	Share the intellectual and artistic talent coming to the Five Colleges to strengthen regional schools	Nate Therien; Sue Thrasher		Use of FC Lecture funds	
	Civil War Centennial program for the Pioneer Valley by “Five College Learning in Retirement”	Provoke thoughts on civil conflict and the causes/consequences of US Civil War	SCLIR – Chuck Gilles Sue Thrasher	Programming planned for Fall 2011	Grant funding, LIR funding, modest FCI Coordinator’s Fund	MCC and other funding received; Program successfully completed in October 2011.
	Five College Collaboration with groups to promote regional tourism	Build on initiatives of Museums10 for similar regional partnerships	Kevin Kennedy, with other regional groups (Chambers of Commerce, etc.)	Formation of a Regional Tourism Council / Spring 2011	None	New RTC formed.

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	<b>Category 5 Local and Regional Engagement – page 3</b>					
	Develop options for coordinated express transportation to and from Springfield	Improved employee and student transportation; improved access for community service; economy	Neal Abraham, CBL committee; PVTA	Proposed trial routes/fall 2010	\$100,000 Transportation reserves	Proposal too expensive; consideration delayed.
	Develop coordinated services to support K-12 Education in Pioneer Valley	Work with superintendents to identify their needs and ways the colleges can better coordinate offering services.	Neal Abraham, Sue Thrasher, Five College CBL committee	Complete preliminary discussions in Fall 2011; develop specific initiatives in Spring 2012	Coordination is low cost; seek funding once initiatives are selected	Meetings with Holyoke and Springfield Public School leadership groups by January 2012; meetings with rural superintendents in Fall 2011.
	Plan strengthened support for local community schools	Inventory needs and ensure coordinated support for local school systems	Sue Thrasher and School district representatives	Plan for support of Amherst school needs/fall 2010; Plans for other local schools/spring 2011	None	Supporting Amherst Schools superintendent advisory group.
	Coordinate Museum programming such as "Table for 10"	Joint marketing identity Cultural identity for Western Massachusetts	Alexandra de Montrichard, Kevin Kennedy	Coordinated advertising, publicity, and marketing for coordinated exhibits on food with farms and restaurants	\$40,000 Grant funded by MCC	Project completed January 2011.