Yearbook
REPORT ON 2016–2017

Amherst College | Hampshire College | Mount Holyoke College | Smith College | University of Massachusetts Amherst
Goverance and Leadership Groups of Five Colleges, Incorporated, 2016–17

Officers of the Corporation
Jonathan Lash, President
Korbitt Subbarao, Vice President
Neal B. Abrahm, Clerk
Barbara Loomer, Treasurer
Yvette Morneau, Assistant Treasurer

BOARD OF DIRECTORS
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Jonathan Lash, President, Hampshire College
Sorina Stephens, Acting President, Hampshire College
Kathleen McCarthy, President, Smith College
Korbitt Subbarao, Chancellor, UMass Amherst
Martin Meyers, President, University of Massachusetts
Neal B. Abrahm, Executive Director, Five Colleges, Incorporated

Board Committees
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Jonathan Lash, President, Hampshire College
Kevn Weinman, Treasurer, Amherst College
Korbitt Subbarao, Chancellor, UMass Amherst

INVESTMENT COMMITTEE
Maurice Geler, Chief Investment Officer, Amherst College
Sherron Gerek, Vice President for Finance and Administration, Smith College
Michael Howard, Vice President for Finance and Administration, Smith College
Neal B. Abrahm, Executive Director, Five Colleges, Incorporated
Barbara Loomer, Treasurer, Five Colleges, Incorporated
Yvette Morneau, Business Manager and Assistant Treasurer, Five Colleges, Incorporated

Leadership Groups
DEANS COUNCIL
Catherine Spiteri, Dean of the Faculty, Amherst College
Eva Buescher, Vice President for Academics and Dean of Faculty, Hampshire College (Chair)
Jim Western, Vice President for Academic Affairs and Dean of Faculty, Mount Holyoke College
Katherine Roan, Provost and Dean of the Faculty, Smith College
Katherine Newman, Senior Vice Chancellor for Academic Affairs and Provost, UMass Amherst
Betty Donmoyer, Senior Vice Provost for Academic Affairs, UMass Amherst

PRINCIPAL BUSINESS OFFICERS
Kevin Weinman, Chief Financial and Administrative Officer, Amherst College
Mary McEwan, Vice President for Finance and Administration and Treasurer, Hampshire College
Sherron Gerek, Vice President for Finance and Administration and Treasurer, Mount Holyoke College (Chair)
Michael Howard, Vice President for Finance and Administration, Smith College
Andrey Margolis, Vice Chancellor for Administration and Finance, UMass Amherst

CHIEF INFORMATION OFFICERS
David Hamilton, Chief Information Officer, Amherst College (Chair)
Bob Crowley, Director of Information Technology, Hampshire College
Alice Wirth-Caucron, Chief Information Officer and Executive Director of Library, Information and Technology Services, Mount Holyoke College
Samantha Earp, Vice President for Information Technology, Smith College
Julie Buehler, Vice Chancellor for Information Services and Strategy, Chief Information Officer, UMass Amherst

PRINCIPAL STUDENT AFFAIRS OFFICERS
Susanne Coffey, Chief Student Affairs Officer, Amherst College
Byron McCar, Vice President for Student Affairs and Dean of Students, Hampshire College
Marcella Almeida-Bollini, Vice President of Student Life and Dean of Students, Mount Holyoke College
Donna Linder, Dean of the College and Vice President for Campus Life, Smith College
Enku Galu, Vice Chancellor for Student Affairs and Campus Life, UMass Amherst

LIBRARY DIRECTORS
Bryn Geller, Librarian of the College, Amherst College
Jennifer Gunter King, Director of the Library, Hampshire College
Alice Wirth-Caucron, Chief Information Officer and Executive Director of Library, Information and Technology Services, Mount Holyoke College (Chair)
Susan Fliss, Dean of Libraries, Smith College
Simon Neame, Dean of Libraries, UMass Amherst

There are many other important Five College administrative committees, peer groups and advisory groups (visually without charts), and there are many academic councils and program steering committees that have chairs, directors or coordinators who are continuing faculty members employed at the campuses and who are appointed to those roles by the Five College deans.

Consortium Staff Members, 2016–2017
Neal B. Abrahm, Executive Director
Brian Aravsd, Administrative Assistant for Five College Academic Programs and Communications
Matthew Adelson, Production Manager, Five College Dance Department
Carol Allen, Assistant to the Executive Director
Michelle Anderson, Post-Baccalaureate Instructional Technology Specialist for Blended Learning
Joel Baur, Post-Baccalaureate Specialist for Innovation Learning & Technology
John Bator, Gardner
Cynthia Bright, Program Coordinator, Five College Coastal and Marine Sciences Program
Cassie Carew, Heidi Meier, Five College Center for the Study of World Languages
Hayley Culver, Program Assistant, Five College Center for the Study of World Languages
Sue Delman, Academic Programs Liaison (through April 2017)
Kyeemagw, Administrative Assistant
Nancy Eckert, Business Office Coordinator
Susan Edwards, Chair, Five College Astronomy Department
Tobin Ferguson, Office Manager
Five College Learning in Retirement Program
Jason Fuller, Repository Collection Assistant
Nancy golf, Director of Development
Toby Hall, Five College Accounting and Benefits Coordinator
Matthew Henry, Repository Assistant
Anna Holden, Five College Language Pedagogy Specialist and Faculty Coordinator for Innovative Language Teaching
Kevin Kennedy, Director of Communications
Sai Kim, Information Technology Post-Baccalaureate for Languages (fall 2016)
Agnes Kornoska, Swahili Mentor, Five College Center for the Study of World Languages
Stacie Kroll, Risk Manager, Five College Compliance and Risk Management
Susan Lander, Information Technology Specialist
Barbara Loofer, Treasurer
Yvette Morneau, Business Manager and Assistant Treasurer
Sylvia Montoya, Post-Baccalaureate Instructional Technology Specialist for Blended Learning
Trevor Nosal, Communications Specialist for Five Colleges and Museums Coordinator

MANUSCRIPT DIRECTOR, Five College Digital Humanities Program
Luke Park, Student Learning Assessment Specialist
Anne Prescott, Director, Five College Center for East Asian Studies
Jared Rodriguez, Post-Baccalaureate Instructional Technology Specialist for Blended Learning
Julie Rossier, Interim Academic Programs Liaison (beginning May 2017)

Katie Rottiner, Dance Production Assistant
Nayyana Rouhan, Program Coordinator
Five College Women’s Studies Research Center
Tasia Bean, Coordinator, Five College Blended Learning Faculty Coordinator
Elye Ryan, Catering Assistant
Randy Swint, Five College Messenger
Mala Solomon, Director, Partnership Programs
Bina Subramaniam, Director, Five College Women’s Studies Research Center
Nate Thenen, Director for Academic Programs (through April 2017)
Rebecca Thomas, Program Assistant, Five College Center for the Study of World Languages
Nora Topoglu, Director of Information Technology
Joanna Fonsky Walker, Administrative Coordinator
Five College Dance Department
Rachel Wang, Program Assistant, Five College Center for East Asian Studies
Jama White, Academic Programs Coordinator
Amy Wiedman, Director, Five College Center for the Study of World Languages

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COVER Top: The Hampshire College Chorus performs at the Five College Choral Festival. Photo by Ben Barnhart.
COVER Bottom: Five College Dance Department students perform Kinshu Chan’s Nudge. Photo by Jim Coleman.
Decades before there was a Five College Consortium, administrative leaders and faculty members of Amherst, Mount Holyoke and Smith Colleges and what would become the University of Massachusetts began working to accomplish together things they couldn’t do as well individually: enhanced offerings, new programs and reduced costs. Hampshire College joined this collaboration after its founding in 1966.

For over 100 years the campuses have nurtured, changed and strengthened their collaborations, making the consortium one of the most extensive in the country, bringing together people and resources to address a broad spectrum of campus needs. Among the current collaborations are the following:

**Academic**
- Coordinated academic calendars
- Accessible curricular offerings through free cross-registration
- Integrated schedule of course offerings each semester
- Joint academic programs: departments, majors and certificates
- Shared and borrowed faculty members
- Coordinated language programs and enhanced language offerings
- Shared faculty seminars and lectures
- Coordinated innovations in teaching and learning in digital humanities, blended learning, language pedagogy

**Administrative**
- Library: integrated catalog, joint subscriptions, and a repository collection
- High-speed fiber-optic network
- Intercampus transportation
- Compliance and risk management
- Shared insurance
- Emergency planning and coordination
- IT resource accessibility
- Integrated employee directory

The following pages offer insights into these collaborations and others, to give you a sense of what our campuses have accomplished through the consortium and the value they have received from it.
Accomplishing things together that campuses may not have been able to achieve individually is one of the driving motivations for campuses to collaborate. Examples of this cooperation abound at Five Colleges. Students complete certificate programs by taking courses on multiple campuses that allow them to focus on areas of study that are not fully available on any single campus. Topical faculty seminars thrive on the collective expertise and curiosity of the faculty members who participate. The Emergency Preparedness Committee creates plans and conducts training exercises that combine the resources of not only consortium campuses but surrounding communities as well.

Some of the most inspiring efforts within the consortium occurred at the many student symposia and performances this past year; these represented months of work by students often together with faculty members, and they provided opportunities for students to showcase their work to their peers from other campuses.

And in what has become an annual accomplishment, the Five College Center for the Study of World Languages served a record number of students, exceeding last year’s record-breaking year by 4 percent, and up 17 percent from two years ago.

“The Five College Buddhist Studies faculty seminar has made a huge impact on my research. It’s a venue for workshopping ideas, and I learn both from presenting and from listening. This year I had excellent feedback about my research, which will then find its way into a variety of projects.”

— from 2017 Five College Faculty Survey

Accomplish

333 enrollments in 32 less commonly taught languages and dialects at 86 course levels
Amherst 56
Hampshire 38
Mount Holyoke 59

290 participants in Five College faculty seminars
Amherst 35
Hampshire 35
Mount Holyoke 39

160 students earning Five College certificates
Amherst 29
Hampshire 42
Mount Holyoke 24
Collaborations often help our campuses save money on both things they need to do and things they wish they could do. A recent example of a need fulfilled through collaboration is that three of our campuses joined with three campuses from outside the consortium to negotiate a group rate on a joint information security contract to protect their sensitive data and networks. An example of a wish fulfilled is our annual Admissions Counselor Tour, at which more than 50 high school counselors from around the country come to our campuses for tours and student presentations.

Other consortium services and programs that are recognized for enriching campus life for students and employees also represent examples of cost savings. The Five College opera not only brings together participants from the campuses in high-quality productions, but its cost to each campus is a fraction of what it would be if they were to go it alone. The Five College high-speed fiber-optic network, created to fill a need for faster communication and internet connections, also represents huge savings for the campuses over having to rely on commercial communications providers.

“I loved the towns, I loved the tour. I now have a better understanding of these wonderful institutions and can share personal knowledge of the campuses. Thank you so much!”

—Admissions Counselor Tour attendee, fall 2016

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Economize

- **69** staff members from all five campuses and the consortium office participated in emergency planning exercises, at no charge to their home campuses
- **185** courses were taught by faculty members working on multiple campuses
- **$2 million** in new grants were received through the consortium
- **$6 million** in open grants support consortium projects, from the following foundations:
  - The Andrew W. Mellon Foundation
  - The Davis Educational Foundation
  - United States-Japan Foundation
  - The Arthur Vining Davis Foundations
  - The Paul and Edith Babson Foundation
  - The Freeman Foundation
  - The Irene E. & George A. Davis Foundation
  - National Science Foundation
  - National Endowment for the Humanities
  - Consulate General of the Republic of Korea in Boston
  - Community Foundation of Western Massachusetts
  - The Teagle Foundation, Inc.

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—Admissions Counselor Tour attendee, fall 2016
Providing a greater breadth and depth of opportunities is another key value of campus collaboration. The curriculum of courses offered at each campus is enriched by the availability of courses at the other four campuses. The total of roughly 5,000 courses represents a tremendous opportunity for our liberal arts and university students alike.

There are similar enhancements in other aspects of campus life: students may audition for any dance, music or theater production at any campus, and may participate in most extracurricular programs at other campuses—from fencing to Quidditch teams. Campus libraries are available to consortium community members in person and online, and attendance at most lectures, concerts and parties is open.

Faculty members find broader opportunities as well. Of more than 200 professors responding to a survey about cross-campus collaborations, 84 percent rated their participation in Five College programs as “important” or “very important.”

“Our campus hosted the Five College Advanced Studio Seminar. This course provides a ‘hub’ for commonality amongst the studio faculty members from the five schools with an end-of-the-semester exhibition of the students’ work. This has been a successful, ongoing course and students enjoy working with others from the Five College Consortium.”

—Amherst faculty member

### Each campus’ offerings are enhanced by courses taken by students on other campuses.

<table>
<thead>
<tr>
<th>Campus</th>
<th>On Campus Courses</th>
<th>Off Campus Courses</th>
<th>Curricular Enhancement</th>
</tr>
</thead>
<tbody>
<tr>
<td>AC</td>
<td>705</td>
<td>246</td>
<td>35%</td>
</tr>
<tr>
<td>HC</td>
<td>432</td>
<td>1,003</td>
<td>232%</td>
</tr>
<tr>
<td>MHC</td>
<td>921</td>
<td>872</td>
<td>95%</td>
</tr>
<tr>
<td>SC</td>
<td>1,180</td>
<td>508</td>
<td>42%</td>
</tr>
<tr>
<td>UM</td>
<td>4,221</td>
<td>447</td>
<td>11%</td>
</tr>
</tbody>
</table>

15 students, three from each campus (for a total of 450 over the life of the program,) participate each year in the Five College Advanced Studio Seminar.

23 Five-College-sponsored student events
The consortium serves as a laboratory for the campuses to explore new ideas. With funding often provided by outside sources, faculty members working together enhance teaching and learning, promote scholarly and creative endeavors and engender positive change in our communities. They do this without the risks associated with pursuing these experiments with fewer colleagues and more limited resources on their own campuses.

Two years into a $2 million, five-year grant from the Mellon Foundation, our Innovative Language Teaching Initiative has provided pilot funding for four faculty positions and more than three dozen projects and new or revised courses. These include development of a German-language-based STEM program at UMass; using course materials centered on food, news media and business practices to teach Chinese at Smith, Mount Holyoke and UMass; and developing modules of Arabic readings to complement history courses at Amherst.

Our Schools Partnership Program is leading a coalition of 25 schools and community organizations in western Massachusetts to create a path for paraprofessional educators of color to become teachers, thus diversifying the ranks of K-12 teachers and advancing the careers of the paraprofessionals. The project received a $50,000 Innovation Fund grant from the Community Foundation of Western Massachusetts.

One of the biggest signs of an experiment’s success is when campuses provide continuing support after grant funding expires. Such has been the case with grant-funded initiatives in making electronic resources more accessible and with efforts to enhance teaching and learning through Digital Humanities.

“I was able to discuss with [students] the methods of art history in a way that I hadn’t before. And, furthermore, once they understood this goal of the assignment, they actually agreed that this was an effective way of illustrating and unpacking their thought processes.”

—Faculty member describing impact of experimenting with Blended Learning techniques

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200
K-12 teachers, administrators and campus faculty members participating in Schools Partnership programs

1,240
students and faculty members in projects and courses funded by the Innovative Language Teaching Initiative

1,444
K-12 teachers and administrators served by programs of the Five College Center for East Asian Studies

10
faculty members from four campuses organized eight Blended Learning projects

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Innovate

Top: Five College post-baccalaureate fellows (l-r): Sylvia Nashipae Mosiany, Michelle Andere, José Rodriguez, Carson Carruth and João Baltazar. Photo by Noah Loving.

Bottom: Attendees at the Doors to the World Summer Institute, organized by the Five College Partnership Program. Photo by Ben Barnhart.
The 2016–17 year marked the beginning of a number of transitions for Five Colleges.

Last fall the Five College Board of Directors—the presidents and chancellor of our institutions and I as the executive director—engaged consultants to review the consortium, compare it to peer collaborations elsewhere and make recommendations for improving our processes and operations. Informed by the review, the board reaffirmed the mission of the consortium and established a new joint steering committee of chief academic officers and principal business officers to facilitate communication among leadership groups.

This is also a time of personnel changes. Nate Therien, our director of academic programs since 1997, retired in April 2017; Barbara Lucey, our treasurer since 2010, retired from full-time work in October 2017; Nancy Goff, our director of development since 2006, will retire from full-time work in January 2018; and I will retire in June 2018, having served here since 2009. In addition, Hampshire President Jonathan Lash, who is serving for a second year as president of the consortium, will also retire by June 2018.

At its core, Five Colleges exists simply to serve the collaborative interests of members of the five campus communities. But this is far from simple. Each campus is a complex ecosystem of interests, many of them complementary but some competing. It’s our job as employees of the consortium to work with campus leaders, faculty members, staff members and students to best respond to their many interests. The coming change of leadership at the consortium will present opportunities to reexamine the consortium’s programs, practices and priorities and to reaffirm and/or realign them with campus needs for the consortium to be as effective as possible.

I am confident that the consortium will emerge from these transitions a stronger, more dynamic collaboration serving the campuses and that it thereby will remain a national and international leader in best practices in collaboration in higher education.

Neal B. Abraham
Executive Director

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Assess, Reflect and Change

33 presentations by consortium staff members to national audiences about Five College collaborative initiatives

154 academic and administrative listservs managed by consortium staff members

137 questions about the campuses and consortium addressed by Five College staff members through the “Ask Five Colleges” link on our website

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Value

43% Joint Faculty Appointees
8% Joint Library Programs
7% Transportation
7% IT & Network Services
15% Community Outreach
1% General Administration
5% Academic
14% Administrative

How campus investments are spent $8.8 million

Annual Return on Investment $41 million

Value of Courses Taken through Cross-registration
Value of Regional Transportation
Value of Collaborative Administration
Grants, Endowment Income and Other Revenue
Campus Investment $8.8 million

Collaborative Programs

Grants, Endowment Income and Other Revenue
Joint Library Programs
Transportation
IT & Network Services
Community Outreach
General Administration
Administrative
Academic