

## After 351 Days, One-Year Pact is Headed to Fact-Finding BHE Says No to Arbitration for One-Year Contract, Offers Paltry Proposal for Three-Year Deal

The MSCA took a radical step in order to secure a resolution to the bargaining dispute that began in February of 2003.

We asked the Board of Higher Education to agree to submit the unresolved one-year extension to binding arbitration. Binding arbitration means that the parties would be obligated to implement the decision of an outside, neutral arbitrator. The collective bargaining law does not require the parties to go to binding arbitration, but the parties may agree to do so.

We have had fourteen negotiation sessions with the Board of Higher Education/Council of Presidents bargaining team to try to reach agreement on just a one-year contract. We initiated mediation. We requested factfinding.

In 27 years since the MSCA began negotiating, the MSCA has never sought to use binding arbitration to settle a contract. We saw it as a creative way to wrap up the talks on the one-year extension so we could move forward on negotiations for a three-year contract.

The BHE declined. Fact-finding (which is non-binding) will begin in August.

On June 7, 2004 we met with the management team and received the BHE-COP proposal for a three-year contract. BHE spokesperson Peter Tsaffaras said that it "represents our counter to what you proposed, also the best thinking of the presidents and the Board on issues that need to be addressed, and third is an economic component." He added that their proposal is "not fully complete and may be amended."

The MSCA Bargaining Committee:

Brad Art, Chair (Westfield)  
Sam Schlosberg, Vice Chair (Mass. College of Art)  
Frank Minasian (Worcester)  
Paul McGee (Salem)

C. J. O'Donnell (Mass. Maritime Academy)  
Len Paolillo (Mass. College of Liberal Arts)  
Alan Feldman (Framingham)  
Peter Hogan (Fitchburg)

Gail Price (Bridgewater)  
Patricia Markunas, MSCA President, *ex officio*  
Donna Sirutis, MTA Consultant



Donna Sirutis, MTA consultant, and Maynard Seider, MCLA chapter president, joined faculty from eight state colleges to protest BHE inaction April 20 at Fitchburg State College.

Ben Jacques

## Ten of the Worst Things in Management's Proposal of June 7, 2004

*After 351 days since the expiration date of the 2001-2003 collective bargaining agreement, and after 624 days since the last comprehensive pay increase, and after 23 negotiating sessions, here's what the State College faculty and librarians have been offered as "The Best Thinking of the Presidents and the Board":*

### 1. How the BHE would remedy uncompetitive State College faculty and librarian salaries:

- Offering raises of 1% - 1% - 1% over a four-year period to address an 11% - 23% salary shortfall relative to peer institutions.
- Providing a possible additional raise of 0% up to 5% (based on unspecified criteria) once every seven years, but only for tenured unit members undergoing post-tenure review.

### 2. How the BHE would foster academic freedom:

- Mandating that unit members respect students.

### 3. How the BHE would address quality of instruction:

- *Increasing* the already excessive number of evaluations of teaching faculty and librarians, but having NO evaluation of managers who teach courses.
- Allowing any "qualified" manager (without limit on the number of managers) to teach one Day course each semester with no oversight.
- Incorporating anonymous student comments into evaluation of faculty.

### 4. How the BHE would assist unit members with health crises:

- Limiting use of the sick leave bank to 90 days (cut from two years), supplemented by long-term disability insurance, at the unit members' expense.

### 5. How the BHE would protect professionals from unfair dismissal:

- *Increasing* the probationary period (to six years) before tenure for faculty and librarians, but granting managers automatic faculty tenure, regardless of how long they have been out of the classroom or away from their disciplines.
- Reducing full-time faculty by unlimited hiring of part-time faculty with no tenure.

### 6. How the BHE would ensure sharing the costs of bargaining and arbitration among unit members:

- Abolishing the agency fee requirement (which is necessary to spread costs of representation that the MSCA is obligated by law to provide to all members).

### 7. How the BHE would encourage professional advancement:

- Proposing NO salary increases for faculty and librarians who earn promotion, tenure or a terminal degree.

### 8. How the BHE would enhance quality in State College graduate programs:

- Decreasing workload credit for graduate courses from four to three credits.

### 9. How the BHE would increase the productivity of Department Chairs:

- Requiring 20 days of summer work that could be scheduled at any time, without notice.
- Adding supervisory duties.

### 10. How the BHE would promote a speedy conclusion to negotiations:

- Announcing that more proposals like this may be added in the future.



## So You're Going up for Tenure?

Having successfully navigated the channel leading to tenure, a Salem State College Assistant Professor of Sport, Fitness and Leisure Studies offers some advice for others about to take the same voyage.

By Michele Sweeney

So you're going up for tenure in the fall? As long as you have done your homework, the tenure process can be quite affirming and rewarding. I refer to "homework" as all the contributions you have made to the college and larger community during your probationary years, such as excellence in the classroom or in library service, committee participation, accreditations, projects, research, and scholarship. It's best if you have had some guidance from tenured colleagues, who have suggested what types of things to prepare for your portfolio. But how do you best project your work and yourself in this process so that the reviewers will have a clear understanding of everything that you are and do? Here are a few tips:

### Start Early

Your tenure application begins on your first day of employment at your college — if not earlier! Get advice from your department chairperson, your senior colleagues and your union officers about the kinds of activities that will build your application for tenure. Keep course materials, evaluations, publications and other materials every year. Get letters that document your committee service, community service and other professional activities. Keep your resume faithfully up to date. This work during your probationary period will make portfolio preparation that much easier.

Since your portfolio will be due early in September of your tenure application year, begin working on your portfolio in the summer. Aim to have the portfolio completed before you start classes in September, as it is difficult to work on it once the semester begins. Don't forget to attend any informational tenure workshops offered at your campus in the years prior to your application. Your MSCA chapter may offer workshops on a solo basis or in conjunction with your administration. Give them a call and ask.

Make sure that you have a current copy of the MSCA/BHE collective bargaining agreement and review the articles on evaluation (VIII), tenure (IX) and promotion (XX). Copies of the contract are available through your chapter office and a searchable copy is posted online at <[www.mscaunion.org](http://www.mscaunion.org)>. A copy of the Personnel Calendar (Appendix M) will provide the deadlines that you must meet during the tenure process.

### Assemble Your Portfolio Wisely

Your tenure committee's first impression of your work comes from your portfolio. Remember that some of your reviewers will be from the tenured faculty/librarians at large and they may not know anything about you or your discipline. Through the contents and thorough organization of the portfolio, you must clearly express yourself as a dedicated and rigorous academic. If you can, review a completed portfolio from an already tenured colleague and use it as a guide as you begin to assemble yours. In your assembly, it is important to acknowledge four points:

#### 1. Selecting the categories to be evaluated

Just as you selected categories of professional activities and responsibilities with your yearly reappointments, you will do the same with your tenure

portfolio (Appendix A-1 for faculty or Appendix A-2 for librarians). This form specifies the activities and responsibilities that you will demonstrate throughout your portfolio. Select your categories carefully. Under Category I: Continuing Scholarship, you are required to check at least one activity. It is recommended that you check only one. If you check two activities under Continuing Scholarship, you will have to demonstrate that you have satisfied both. This becomes more work for you as you attempt to provide evidence for each activity. The same holds true for Category II: Professional Activities. Again, check only one. Simply stated, two is no greater or better than one. There is no advantage for satisfying two criteria over one. Worse yet, if you choose a second criterion and don't demonstrate satisfaction of its requirements, your case for tenure could be damaged.

#### 2. Organizing the material

Your portfolio should include all demonstrations of your most meaningful work in a display that the tenure committee members can easily follow. It is helpful to place your work in groups according to the different categories (Continuing Scholarship, Professional Activities, and Alternate Assignments, if applicable). Sometimes it may be confusing as to whether a certain artifact should be listed under Continuing Scholarship or Professional Activities. As long as you can justify in your narrative why an artifact was placed under a certain category, the decision is yours.

I found it helpful to develop a general table of contents along with tabs and a chronological listing of contents to introduce and highlight each section. For example, under Course Documents, list every course taught. Color code each section and accentuate the colors in both the table of contents and in the section tabs. With entries that might be ambiguous to the reviewer, include a small caption at the bottom of the entry to explain its meaning or relevance to the assigned category. For example, if photographs are included, add a caption, such as, "These photographs are examples of my students in their practicum experience."

Again, review the contract, especially the evaluation article (Article VIII). Make sure that you have documented something for every evaluation category that applies to you. Use this article for your overall organizational scheme.

#### 3. Getting letters of support

Although letters of support are not required, they can demonstrate collegiality and success in your discipline. Keep in mind that letters from individuals outside your department can demonstrate your collaboration across campus and document important contributions, like committee work and community service. When requesting letters, it is polite to ask individuals well ahead of time. Provide them with your resume or portfolio narrative. In this way, the individual will be able to write a quality letter that best addresses the aim of your work.

As you place artifacts in your portfolio, be sure to keep copies. This prevents loss of any materials and provides you with a copy to review in preparation for your tenure hearing.

#### 4. Writing your narrative

As with letters, a narrative is not required but is recommended. Your narrative should be a road map to your portfolio. Because it frames the work you have completed during your probationary period, I recommend that it be the last document you write when completing your portfolio.

Design your narrative around the categories that you hope to demonstrate. Refer to artifacts within your portfolio by using a system to direct the reader to its specific location. A sentence in a narrative might



Kim Minnaugh

Michele Sweeney

read, "My most recent endeavor in the area of assessment is the implementation of a professional student electronic portfolio (Binder #2: Professional Activities)." Although page numbers would be of easy reference, it is not recommended. The process of numbering becomes cumbersome, especially when the contents and organization of your material continue to change throughout the duration of your assembly of the portfolio.

### Prepare Well for Your Tenure Hearing

Some candidates say that the portfolio speaks for itself and the hearing is just a formality. Do not negate the significance of the tenure hearing, as it is your final presentation to the tenure committee. In fact, it is the only conversation you will have with the committee prior to their recommendation. In preparation for your hearing, develop an opening and closing statement. These statements may include general comments about your experiences while teaching or working at your institution, your educational philosophy, and/or thank you's to the committee members. You might consider making a list of the important points or initiatives to be highlighted during the hearing. If these aren't addressed in the discussion, they may be included in your closing statement.

Before the hearing, review your portfolio one last time to familiarize yourself with its contents. You might consider asking a colleague or family member to do the same and address their questions in preparation for the committee's questions. During the hearing, make sure to clearly answer the questions. Although there may not be a preparation strategy for this tip, remember to be direct and thorough when answering every question before embellishing with any further information. Since two members of the committee are not from your field of study, expect the unexpected question. You may need to briefly educate them to the language or nature of your work.

### Be Your Own Champion

In closing, it is important to remember that you are the champion of your own work. No one knows your work like you do. So relax. In assembling your portfolio, or during your tenure hearing, your job is to provide clarity to the tenure committee as they attempt to make sense of your probationary period. You want to be assured that they can make an accurate and informed decision. Don't forget to ask questions throughout the entire process, so there are no surprises. My personal experience proved to be positive and collegial, as many individuals were more than willing to help.

In the unlikely event that something goes wrong during this process, act promptly. Contact your chapter president or grievance officer as soon as possible. Do not wait — there is a 10 day deadline from the occurrence of the problem to the deadline to file a grievance over it. All grievances and discussions about them are confidential, and you have the final decision about whether or not to use the grievance procedure.

I wish you the best of luck. Move forward with confidence, perseverance, and most importantly, enthusiasm. Tenure in the state colleges is a worthy achievement.

—Michele Sweeney is the treasurer for the Salem Chapter/MSCA.

### MSCA Contracts Available Online

The 2001–2003 day unit contract and the recently executed 2003–2006 DGCE unit contract are available on the MSCA website <[www.mscaunion.org](http://www.mscaunion.org)>. Hard copies of the day unit contract are available through your chapter office or the MSCA President's office.

Hard copies of the 2003–2006 DGCE contract are being printed this summer and should be available on the campuses no later than the start of the academic year. The first two pay increases under this agreement should have been implemented for the spring 2004 semester and all summer 2004 sessions. If your paycheck does not reflect these increases, contact your chapter office ASAP.



## IN THE ASSOCIATION

### Standing Up for Higher Education

Delegate Assembly Inspired by Rep. Kujawski and Service of Members

By Ben Jacques

What can happen when one person stands up for his beliefs was illustrated in dramatic fashion by Rep. Paul Kujawski (D-Worcester), who chastised the Chancellor and the Board of Higher Education for a misleading report on graduation rates and then sponsored legislation requiring the BHE to advocate for public colleges in Massachusetts.

A 1976 graduate of North Adams State College, Rep. Kujawski recounted his defense of public colleges as he accepted the MSCA's Friend of Education Award, presented at the Delegate Assembly on May 1 at Salem State College.



Representative Paul Kujawski received the Friend of Education Award from MSCA President Pat Markunas.

He told MSCA delegates that his time at North Adams State, now Massachusetts College of Liberal Arts, was "the greatest life experience I've ever had," and vowed to keep working to protect access and quality in state colleges in universities.

Kujawski has a son at Westfield State College, and another is a recent graduate of University of Massachusetts. A consistent advocate, he challenged Chancellor Judith Gill and the Board of Education in March after they released a report claiming that state colleges fall behind the national average in graduation rates.

Although the BHE study was later shown to use flawed comparison data, the report was carried widely in the press as an indicator of substandard performance, at a time when many high school seniors were selecting colleges for next fall.

In a sharply worded letter, copied to all legislators on Beacon Hill, Kujawski wrote: "An attack upon our State Colleges is an attack upon these citizens and ignores the many factors that influence paths toward graduation.... I am very proud of these citizens and of our public colleges. It is high time for you to understand the students in our colleges and to provide a desperately needed voice of advocacy on their behalf."

Kujawski then sponsored an amendment, passed in the House and Senate, that requires the BHE to both inform the public about and advocate for state colleges and universities.

Speaking to delegates, Kujawski reported on the defeat of Governor Mitt Romney's proposals to weaken employee pensions and labor rights. He announced that he and others in the House have formed a working group to promote public higher education.

"Representative Kujawski's expression of anger at the BHE and his pride and concern for the state college system was palpable," commented Maynard Seider, MCLA chapter president. "His enthusiasm and positive energy were contagious."

### Extending In-State Tuition

In other remarks, Kujawski urged support for legislation that would extend in-state tuition rates to non-citizen students who have graduated from Massachusetts high schools. Bills sponsored by Senator Jarrett Barrios (D-Cambridge) and Representative Marie St. Fleur (D-Boston) would allow three to four hundred qualified graduating seniors a year to attend state colleges at the same rates as their peers. MSCA President Pat Markunas notified Kujawski that the Delegate Assembly had unanimously approved a resolution of support for this bill.

### Celebrating 25 Years

The May Day convening of the Delegate Assembly marked 25 years of affiliation between the MSCA and the Massachusetts Teachers (MTA) Association and the National Education Association (NEA).

Gathered in the beautifully renovated GTE-Sylvania factory, now housing Salem State College's School of Business and Music Department, delegates heard President Markunas recount achievements of the past and battles to come.

Beginning her third term as president, Markunas announced ratification of the DGCE contract, the only higher education contract approved this year. She noted the MSCA's strong role in obtaining funding for contracts for sister unions throughout the higher education system. This action strengthened alliances among labor organizations and will be vital in the coming battles.

"The major challenge facing us today is the unfortunately familiar stalemate at the bargaining table for the day unit contract," Markunas said.

"We have been down this road before, and we know what has to be done.... We will use the same principles and strategies that have been successful for us in the past. We will activate the grassroots involvement of the membership. We will work with everyone who can help us.... We need lots of different voices speaking with the same positive message about our need for a contract with a fair economic package and protection of working conditions."

In other business, delegates heard reports from several MSCA officers and committees, including



MSCA President Pat Markunas posed with three of her four predecessors. From left, Vin McGrath (1978 to 1988), Bill Murphy (1992 to 2000) and Len Paolillo (1988 to 1990).

Bargaining and Grievance. Treasurer Gail A. Price presented a \$426,060 budget for next year, down 6 percent from last year, though dues were maintained at the current level. Delegates unanimously approved the proposed budget and dues.

### Music and Awards

In a lunchtime program, toned by the tunes of Union Made, a faculty folk singing group, President Markunas recognized the contributions of union leaders over 25 years. After greetings from MTA President Catherine Boudreau, Markunas presented awards for service to public higher education, including a special award to Reading High School teacher Jeffrey R. Ryan, named the 2003 Massachusetts Teacher of the Year.

In appreciation and recognition for the work of MSCA board members over the years, Markunas recognized four former MTA consultants and 101 former MSCA directors from the original ten state colleges, including nine directors in memoriam. Markunas hopes that this recognition of service to the MSCA will become an annual part of the Delegate Assembly.



Union Made, a faculty folk group from Massachusetts College of Liberal Arts, sang traditional ballads during the luncheon program. From left, Michael Birch, Carrie Jones-Birch, Nancy Ovitsky, and Ben Jacques.



Representative Kujawski joins the MSCA delegation from his alma mater: Joseph Ebiware, Deb Foss, Michael Birch, Nancy Ovitsky, Len Paolillo, Maynard Seider, and Ben Jacques.

### MSCA Perspective

A publication of the Massachusetts State College Association, the faculty and librarian union for the nine state colleges in Massachusetts.

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Massachusetts State Colleges Council of Presidents: [www.mass-state-col.org](http://www.mass-state-col.org)

Board of Higher Education: [www.mass.edu](http://www.mass.edu)

Massachusetts Community College Council:  
[www.mccc-union.org](http://www.mccc-union.org)



## TRANSITIONS



Daniel Shartin and Anne M. Falke

## New Leadership Takes Charge at Worcester/MSCA

Daniel Shartin, Associate Professor of Philosophy at Worcester State College, joins the MSCA Board of Directors after winning a close election to lead the Worcester/MSCA Chapter as President.

Shartin has taught philosophy at Worcester State for 11 years, chaired the Philosophy Department for seven, and chaired the committee of department chairs for four years. He has also chaired the Academic Policies Committee and is a current member of the All College Committee. He has served on the Chapter's Executive Board and as a delegate to the MSCA Delegate Assembly.

"It's really important, now that we've changed leadership, that we continue to be inclusive, that we be representative of all our members," Shartin said.

Shartin was recently selected by the National Education Association to attend its Emerging Leaders in Higher Education Academy and participated in the first of three training sessions this month in Philadelphia. Training includes workshops in leadership development, communications, organizing and member recruitment, problem solving, group dynamics, and long-range planning.

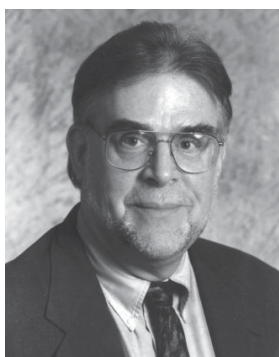
Shartin's academic background focused on ancient Greek philosophy, but at Worcester State, he teaches in a variety of areas, including medical ethics. With a colleague in the Biology Department, he recently co-taught a course about the human genome.

Anne M. Falke, Associate Professor of Chemistry/Education at Worcester State College, is another new face on the MSCA Board. Recently elected vice president of the Worcester/MSCA Chapter on a campaign ticket with Dan Shartin, the new chapter president, Falke served as secretary to the Chapter for four years. She has been a delegate to the MSCA Delegate Assembly and the MTA Annual Meeting. At Worcester State, she serves on the Undergraduate Curriculum Committee and currently chairs its Education Subcommittee.

Falke said she ran for vice president and the MSCA board because she wanted to see more people from the local level involved in union matters and direction. "I want people to feel that the union is working for them, that it has their best interests in mind."

A central theme for both Shartin and Falke is the positive role the union can play in the academic arena, as well as in the workplace. "I'd like to see academics get more emphasis," she said.

Falke, who earned her doctorate at the University of New Hampshire, has union experience dating from her work for the United States Postal Service, when she was an active member of the Letter Carriers Association.



Charles Hetzel

### "It Feels Great to be Back," Says Hetzel at Fitchburg/MSCA

Charles Hetzel, Professor of Education at Fitchburg State College, returns to the Board of Directors following his election this spring as vice president of the Fitchburg/MSCA Chapter. He submitted the following:

*It feels really good to be back after a four-year hiatus from union leadership. At Fitchburg State we have seen a whole new group of active members use the election process as a way to further an agenda of openness. Half of our chapter executive committee seats will be held by "new" members. I look forward to being part of a bridge between "older and younger" union activists.*

*Much has changed in our union and in my life over the last four years. I engaged in a one-year battle with the Massachusetts Department of Social Services (DSS) to try to save a faltering family of two adults and their two children.*

*Judge Judith Locke of Springfield Juvenile Court made the determination that the parental rights to the children had to be severed legally. My efforts to be the "custodial guardian" evolved into a petition for open adoption, endorsed by the biological parents and supported by three state investigations of my life dating back to the 1960s.*

*During these investigations, court appearances and sessions with attorneys, it became necessary to identify myself as gay. Judge Locke refused to allow the DSS attorney to use innuendo and intimidation. She required DSS to follow its own policies and to engage in appropriate investigations. Her insistence on following the law led to my adoption of Lee and Georgina Duffy, now seven and six years old.*

*Since I have known and provided care to both children since their births, our relationship has been long established. Even DSS supported the adoption following the investigations.*

*I look forward to serving again at the local and state-wide levels, to defend and promote our wonderful state colleges. I want Lee and Georgina to receive a first-rate education. That should be motivation enough for me in the years ahead. It feels great to be back!*

### Salem/MSCA's George Assumes Office as MSCA Secretary

An MSCA Director from the Salem/MSCA Chapter for the last two years, Nancy George, Electronic Resources Librarian at Salem State College, takes on a new role as MSCA Secretary, following her election in April.

George is active in both union and college activities. She chairs the MSCA Ad Hoc Committee on Librarian Concerns, and has served on the MSCA Affirmative Action Committee, as well as numerous college and professional committees.

She has strengthened information sharing throughout the MSCA in her role as MSCA Webmaster, a position she has held since 2001.

"Communication among MSCA members, at both the state and chapter levels, has never been more important. One of my goals as secretary is to work with my fellow officers and board members to develop guidelines in the use of electronic communications and to investigate using web conferencing to hold meetings and discussions when we can't meet in person."

### Jacques Takes Over Editorship of MSCA Perspective

Ben Jacques, Associate Professor of English at the Massachusetts College of Liberal Arts, assumes the role of editor of the *MSCA Perspective* with this issue.

Since 1990 Jacques has taught journalism and a variety of English and humanities courses in North Adams. He has edited the MCLA/MSCA Chapter's newsletter for eight years, and served on the Chapter Executive Board.

Working in journalism and communications before teaching fulltime, he has edited a variety of newsletters and magazines, and published articles in *Americas*, *The Christian Science Monitor*, *Country Journal*, and others.



Nancy George



Ben Jacques

### Johnston Co-Directs NEH Project



Patricia Johnston

Patricia Johnston, professor of art history at Salem State, leaves the editorship of the *MSCA Perspective* after three and a half years to focus on a National Endowment for the Humanities (NEH) project this summer.

The project will train up to 200 K-12 teachers in early 19th-century history and culture, using the archives and material culture of Salem.

In residence-based workshops, teachers will research primary resources in developing curricula for teaching their students about commerce, the East India trade, literature and art, and the development of cultural identity.

Johnston is co-directing the summer workshops with Gayle V. Fisher, associate professor of history. Faculty include historians, literary scholars, archaeologists, geographers and art and architectural historians from the College and the region. The project is enabled by a \$289,658 NEH grant to Salem State.

MSCA President Pat Markunas recognized Johnston's successful run as editor at the 2004 MSCA Delegate Assembly (see story, Page Three). "Patricia's vision for a quality publication was actualized in every issue. It was a challenge to breathe new life into a 25-year old newspaper in this electronic age, but Patricia did it by using a wide range of topics, articles, and graphics. The large number of authors — both leaders and rank and file members — from all nine chapters made the *Perspective* truly the union's newspaper."

### Westfield State Welcomes New College President

The MSCA welcomes Vicky Carwein, chancellor of the University of Washington at Tacoma since 1995, as the new president of Westfield State College, effective June 1, 2004.

Carwein led the Takoma campus in a period of major growth in curriculum, student enrollment, donations and endowments, and physical expansion. In a three-year period, the university launched six new degree programs.

Minority enrollment increased 59 percent; and scholarship funding jumped from \$3,000 in 1995 to \$200,000 by 2002. She initiated the Next Step Scholarship, which covers all expenses for top students transferring from community colleges.

Carwein previously served as dean of the College of Health Sciences at the University of Nevada Las Vegas, where she achieved the rank of Professor in 1988. She holds a Doctorate of Nursing Science from Indiana University.

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