



THE COMMONWEALTH OF MASSACHUSETTS  
EXECUTIVE OFFICE OF LABOR AND WORKFORCE DEVELOPMENT  
DEPARTMENT OF LABOR STANDARDS

DEVAL L. PATRICK  
GOVERNOR

TIMOTHY P. MURRAY  
LT. GOVERNOR

JOANNE F. GOLDSTEIN  
SECRETARY

HEATHER E. ROWE  
DIRECTOR

January 31, 2012

Dr. Paul E. Raverta, Emeritus President  
Office of the President  
Berkshire Community College  
1350 West Street  
Pittsfield, MA 01201

Dear President Raverta:

Executive Order #511 (EO 511), "Establishing the Massachusetts Employee Safety and Health Advisory Committee," was signed on April 27, 2009, and the project is well underway across the Executive Branch. The project is an important initiative designed to:

- create a connected infrastructure and support system for workplace health and safety management led by a 13-member advisory committee and using health and safety committees as the foundation;
- assess current health and safety management in state workplaces, including evaluation of actual practices as well as injury and illness statistics, and
- identify and implement strategic, practical, and effective steps to improve state workplace health and safety.

The Executive Office of Education has indicated to us that Berkshire Community College is not formally participating in EO 511. We do not want you to miss the opportunity to use the EO 511 assessment process as a way to identify specific improvements to your health and safety management efforts to help create an even safer environment for your students and employees.

As co-chairs of the Massachusetts Employee Safety and Health Advisory Committee, we would like to offer you the opportunity to voluntarily participate in the EO 511 project. Your voluntary participation would give you access to all of the free training, assessment tools, informational resources, and guidance materials the Department of Labor Standards has developed for the project. The EO 511 method starts with an assessment of your current health and safety management, utilizing a joint labor-management committee approach, by looking at health and safety system elements for a set of serious worker hazards. The EO 511 process is intended to guide the way to identify realistic and sustainable steps forward in health and safety. EO 511 has been found by secretariats to be a valuable self-assessment process to identify areas of improvement for worker health and safety, and to provide a framework for making these improvements. The Advisory Committee will also provide injury and illness statistics to participating health and safety committees to help with targeted prevention efforts and prioritization of health and safety resources.

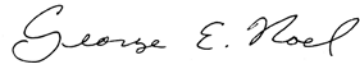


We encourage the voluntary participation of Berkshire Community College in the EO 511 effort to enhance occupational safety and health for all of your employees. If you would like to voluntarily participate, please contact the project lead, Hilary Hackbart of the Department of Labor Standards at 978-242-1354 for further information, to schedule an EO 511 training, or to obtain EO 511 materials.

Very truly yours,

A handwritten signature in cursive script that reads "Paul Dietl".

Paul Dietl  
Chief Human Resources Officer

A handwritten signature in cursive script that reads "George E. Noel".

George E. Noel  
Executive Office of Labor and Workforce  
Development





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DIRECTOR

January 31, 2012

Dr. John J. Sbrega, Ph.D, President  
Office of the President  
Bristol Community College  
777 Elsbree Street  
Fall River, MA 02720

Dear President Sbrega:

Executive Order #511 (EO 511), "Establishing the Massachusetts Employee Safety and Health Advisory Committee," was signed on April 27, 2009, and the project is well underway across the Executive Branch. The project is an important initiative designed to:

- create a connected infrastructure and support system for workplace health and safety management led by a 13-member advisory committee and using health and safety committees as the foundation;
- assess current health and safety management in state workplaces, including evaluation of actual practices as well as injury and illness statistics, and
- identify and implement strategic, practical, and effective steps to improve state workplace health and safety.

The Executive Office of Education has indicated to us that Bristol Community College is not formally participating in EO 511. We do not want you to miss the opportunity to use the EO 511 assessment process as a way to identify specific improvements to your health and safety management efforts to help create an even safer environment for your students and employees.

As co-chairs of the Massachusetts Employee Safety and Health Advisory Committee, we would like to offer you the opportunity to voluntarily participate in the EO 511 project. Your voluntary participation would give you access to all of the free training, assessment tools, informational resources, and guidance materials the Department of Labor Standards has developed for the project. The EO 511 method starts with an assessment of your current health and safety management, utilizing a joint labor-management committee approach, by looking at health and safety system elements for a set of serious worker hazards. The EO 511 process is intended to guide the way to identify realistic and sustainable steps forward in health and safety. EO 511 has been found by secretariats to be a valuable self-assessment process to identify areas of improvement for worker health and safety, and to provide a framework for making these improvements. The Advisory Committee will also provide injury and illness statistics to participating health and safety committees to help with targeted prevention efforts and prioritization of health and safety resources.

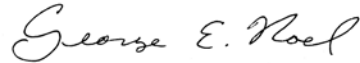


We encourage the voluntary participation of Bristol Community College in the EO 511 effort to enhance occupational safety and health for all of your employees. If you would like to voluntarily participate, please contact the project lead, Hilary Hackbart of the Department of Labor Standards at 978-242-1354 for further information, to schedule an EO 511 training, or to obtain EO 511 materials.

Very truly yours,

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Paul Dietl  
Chief Human Resources Officer

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George E. Noel  
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HEATHER E. ROWE  
DIRECTOR

January 31, 2012

Dr. Mary L. Fifield, Ph.D, President  
Office of the President  
Bunker Hill Community College  
250 New Rutherford Avenue  
Boston, MA 02129

Dear President Fifield:

Executive Order #511 (EO 511), "Establishing the Massachusetts Employee Safety and Health Advisory Committee," was signed on April 27, 2009, and the project is well underway across the Executive Branch. The project is an important initiative designed to:

- create a connected infrastructure and support system for workplace health and safety management led by a 13-member advisory committee and using health and safety committees as the foundation;
- assess current health and safety management in state workplaces, including evaluation of actual practices as well as injury and illness statistics, and
- identify and implement strategic, practical, and effective steps to improve state workplace health and safety.

The Executive Office of Education has indicated to us that Bunker Hill Community College is not formally participating in EO 511. We do not want you to miss the opportunity to use the EO 511 assessment process as a way to identify specific improvements to your health and safety management efforts to help create an even safer environment for your students and employees.

As co-chairs of the Massachusetts Employee Safety and Health Advisory Committee, we would like to offer you the opportunity to voluntarily participate in the EO 511 project. Your voluntary participation would give you access to all of the free training, assessment tools, informational resources, and guidance materials the Department of Labor Standards has developed for the project. The EO 511 method starts with an assessment of your current health and safety management, utilizing a joint labor-management committee approach, by looking at health and safety system elements for a set of serious worker hazards. The EO 511 process is intended to guide the way to identify realistic and sustainable steps forward in health and safety. EO 511 has been found by secretariats to be a valuable self-assessment process to identify areas of improvement for worker health and safety, and to provide a framework for making these improvements. The Advisory Committee will also provide injury and illness statistics to participating health and safety committees to help with targeted prevention efforts and prioritization of health and safety resources.

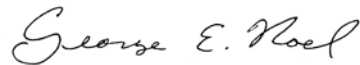


We encourage the voluntary participation of Bunker Hill Community College in the EO 511 effort to enhance occupational safety and health for all of your employees. If you would like to voluntarily participate, please contact the project lead, Hilary Hackbart of the Department of Labor Standards at 978-242-1354 for further information, to schedule an EO 511 training, or to obtain EO 511 materials.

Very truly yours,

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Paul Dietl  
Chief Human Resources Officer

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George E. Noel  
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DIRECTOR

January 31, 2012

Dr. Kathleen Schatzberg, President  
Office of the President  
Cape Cod Community College  
2240 Ivannough Road  
West Barnstable, MA 02668

Dear President Schatzberg:

Executive Order #511 (EO 511), "Establishing the Massachusetts Employee Safety and Health Advisory Committee," was signed on April 27, 2009, and the project is well underway across the Executive Branch. The project is an important initiative designed to:

- create a connected infrastructure and support system for workplace health and safety management led by a 13-member advisory committee and using health and safety committees as the foundation;
- assess current health and safety management in state workplaces, including evaluation of actual practices as well as injury and illness statistics, and
- identify and implement strategic, practical, and effective steps to improve state workplace health and safety.

The Executive Office of Education has indicated to us that Cape Cod Community College is not formally participating in EO 511. We do not want you to miss the opportunity to use the EO 511 assessment process as a way to identify specific improvements to your health and safety management efforts to help create an even safer environment for your students and employees.

As co-chairs of the Massachusetts Employee Safety and Health Advisory Committee, we would like to offer you the opportunity to voluntarily participate in the EO 511 project. Your voluntary participation would give you access to all of the free training, assessment tools, informational resources, and guidance materials the Department of Labor Standards has developed for the project. The EO 511 method starts with an assessment of your current health and safety management, utilizing a joint labor-management committee approach, by looking at health and safety system elements for a set of serious worker hazards. The EO 511 process is intended to guide the way to identify realistic and sustainable steps forward in health and safety. EO 511 has been found by secretariats to be a valuable self-assessment process to identify areas of improvement for worker health and safety, and to provide a framework for making these improvements. The Advisory Committee will also provide injury and illness statistics to participating health and safety committees to help with targeted prevention efforts and prioritization of health and safety resources.

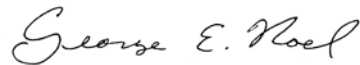


We encourage the voluntary participation of Cape Cod Community College in the EO 511 effort to enhance occupational safety and health for all of your employees. If you would like to voluntarily participate, please contact the project lead, Hilary Hackbart of the Department of Labor Standards at 978-242-1354 for further information, to schedule an EO 511 training, or to obtain EO 511 materials.

Very truly yours,

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Paul Dietl  
Chief Human Resources Officer

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George E. Noel  
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SECRETARY

HEATHER E. ROWE  
DIRECTOR

January 31, 2012

Dr. Robert Pura, President  
Office of the President  
Greenfield Community College  
One College Drive  
Greenfield, MA 01301

Dear President Pura:

Executive Order #511 (EO 511), "Establishing the Massachusetts Employee Safety and Health Advisory Committee," was signed on April 27, 2009, and the project is well underway across the Executive Branch. The project is an important initiative designed to:

- create a connected infrastructure and support system for workplace health and safety management led by a 13-member advisory committee and using health and safety committees as the foundation;
- assess current health and safety management in state workplaces, including evaluation of actual practices as well as injury and illness statistics, and
- identify and implement strategic, practical, and effective steps to improve state workplace health and safety.

The Executive Office of Education has indicated to us that Greenfield Community College is not formally participating in EO 511. We do not want you to miss the opportunity to use the EO 511 assessment process as a way to identify specific improvements to your health and safety management efforts to help create an even safer environment for your students and employees.

As co-chairs of the Massachusetts Employee Safety and Health Advisory Committee, we would like to offer you the opportunity to voluntarily participate in the EO 511 project. Your voluntary participation would give you access to all of the free training, assessment tools, informational resources, and guidance materials the Department of Labor Standards has developed for the project. The EO 511 method starts with an assessment of your current health and safety management, utilizing a joint labor-management committee approach, by looking at health and safety system elements for a set of serious worker hazards. The EO 511 process is intended to guide the way to identify realistic and sustainable steps forward in health and safety. EO 511 has been found by secretariats to be a valuable self-assessment process to identify areas of improvement for worker health and safety, and to provide a framework for making these improvements. The Advisory Committee will also provide injury and illness statistics to participating health and safety committees to help with targeted prevention efforts and prioritization of health and safety resources.

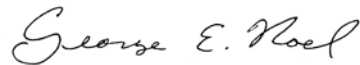


We encourage the voluntary participation of Greenfield Community College in the EO 511 effort to enhance occupational safety and health for all of your employees. If you would like to voluntarily participate, please contact the project lead, Hilary Hackbart of the Department of Labor Standards at 978-242-1354 for further information, to schedule an EO 511 training, or to obtain EO 511 materials.

Very truly yours,

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Paul Dietl  
Chief Human Resources Officer

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George E. Noel  
Executive Office of Labor and Workforce  
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SECRETARY

HEATHER E. ROWE  
DIRECTOR

January 31, 2012

William Messner, President  
Office of the President  
Holyoke Community College  
303 Homestead Avenue  
Holyoke, MA 01040

Dear President Messner:

Executive Order #511 (EO 511), "Establishing the Massachusetts Employee Safety and Health Advisory Committee," was signed on April 27, 2009, and the project is well underway across the Executive Branch. The project is an important initiative designed to:

- create a connected infrastructure and support system for workplace health and safety management led by a 13-member advisory committee and using health and safety committees as the foundation;
- assess current health and safety management in state workplaces, including evaluation of actual practices as well as injury and illness statistics, and
- identify and implement strategic, practical, and effective steps to improve state workplace health and safety.

The Executive Office of Education has indicated to us that Holyoke Community College is not formally participating in EO 511. We do not want you to miss the opportunity to use the EO 511 assessment process as a way to identify specific improvements to your health and safety management efforts to help create an even safer environment for your students and employees.

As co-chairs of the Massachusetts Employee Safety and Health Advisory Committee, we would like to offer you the opportunity to voluntarily participate in the EO 511 project. Your voluntary participation would give you access to all of the free training, assessment tools, informational resources, and guidance materials the Department of Labor Standards has developed for the project. The EO 511 method starts with an assessment of your current health and safety management, utilizing a joint labor-management committee approach, by looking at health and safety system elements for a set of serious worker hazards. The EO 511 process is intended to guide the way to identify realistic and sustainable steps forward in health and safety. EO 511 has been found by secretariats to be a valuable self-assessment process to identify areas of improvement for worker health and safety, and to provide a framework for making these improvements. The Advisory Committee will also provide injury and illness statistics to participating health and safety committees to help with targeted prevention efforts and prioritization of health and safety resources.

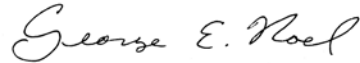


We encourage the voluntary participation of Holyoke Community College in the EO 511 effort to enhance occupational safety and health for all of your employees. If you would like to voluntarily participate, please contact the project lead, Hilary Hackbart of the Department of Labor Standards at 978-242-1354 for further information, to schedule an EO 511 training, or to obtain EO 511 materials.

Very truly yours,

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Paul Dietl  
Chief Human Resources Officer

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George E. Noel  
Executive Office of Labor and Workforce  
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JOANNE F. GOLDSTEIN  
SECRETARY

HEATHER E. ROWE  
DIRECTOR

January 31, 2012

Dr. John O'Donnell, President  
Office of the President  
Massachusetts Bay Community College  
50 Oakland Street  
Wellesley, MA 02481

Dear President O'Donnell:

Executive Order #511 (EO 511), "Establishing the Massachusetts Employee Safety and Health Advisory Committee," was signed on April 27, 2009, and the project is well underway across the Executive Branch. The project is an important initiative designed to:

- create a connected infrastructure and support system for workplace health and safety management led by a 13-member advisory committee and using health and safety committees as the foundation;
- assess current health and safety management in state workplaces, including evaluation of actual practices as well as injury and illness statistics, and
- identify and implement strategic, practical, and effective steps to improve state workplace health and safety.

The Executive Office of Education has indicated to us that Massachusetts Bay Community College is not formally participating in EO 511. We do not want you to miss the opportunity to use the EO 511 assessment process as a way to identify specific improvements to your health and safety management efforts to help create an even safer environment for your students and employees.

As co-chairs of the Massachusetts Employee Safety and Health Advisory Committee, we would like to offer you the opportunity to voluntarily participate in the EO 511 project. Your voluntary participation would give you access to all of the free training, assessment tools, informational resources, and guidance materials the Department of Labor Standards has developed for the project. The EO 511 method starts with an assessment of your current health and safety management, utilizing a joint labor-management committee approach, by looking at health and safety system elements for a set of serious worker hazards. The EO 511 process is intended to guide the way to identify realistic and sustainable steps forward in health and safety. EO 511 has been found by secretariats to be a valuable self-assessment process to identify areas of improvement for worker health and safety, and to provide a framework for making these improvements. The Advisory Committee will also provide injury and illness statistics to participating health and safety committees to help with targeted prevention efforts and prioritization of health and safety resources.

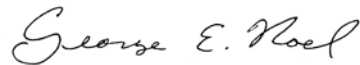


We encourage the voluntary participation of Massachusetts Bay Community College in the EO 511 effort to enhance occupational safety and health for all of your employees. If you would like to voluntarily participate, please contact the project lead, Hilary Hackbart of the Department of Labor Standards at 978-242-1354 for further information, to schedule an EO 511 training, or to obtain EO 511 materials.

Very truly yours,

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Paul Dietl  
Chief Human Resources Officer

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HEATHER E. ROWE  
DIRECTOR

January 31, 2012

Dr. Charles Wall, President  
Office of the President  
Massasoit Community College  
One Massasoit Boulevard  
Brockton, MA 02302

Dear President Wall:

Executive Order #511 (EO 511), "Establishing the Massachusetts Employee Safety and Health Advisory Committee," was signed on April 27, 2009, and the project is well underway across the Executive Branch. The project is an important initiative designed to:

- create a connected infrastructure and support system for workplace health and safety management led by a 13-member advisory committee and using health and safety committees as the foundation;
- assess current health and safety management in state workplaces, including evaluation of actual practices as well as injury and illness statistics, and
- identify and implement strategic, practical, and effective steps to improve state workplace health and safety.

The Executive Office of Education has indicated to us that Massasoit Community College is not formally participating in EO 511. We do not want you to miss the opportunity to use the EO 511 assessment process as a way to identify specific improvements to your health and safety management efforts to help create an even safer environment for your students and employees.

As co-chairs of the Massachusetts Employee Safety and Health Advisory Committee, we would like to offer you the opportunity to voluntarily participate in the EO 511 project. Your voluntary participation would give you access to all of the free training, assessment tools, informational resources, and guidance materials the Department of Labor Standards has developed for the project. The EO 511 method starts with an assessment of your current health and safety management, utilizing a joint labor-management committee approach, by looking at health and safety system elements for a set of serious worker hazards. The EO 511 process is intended to guide the way to identify realistic and sustainable steps forward in health and safety. EO 511 has been found by secretariats to be a valuable self-assessment process to identify areas of improvement for worker health and safety, and to provide a framework for making these improvements. The Advisory Committee will also provide injury and illness statistics to participating health and safety committees to help with targeted prevention efforts and prioritization of health and safety resources.

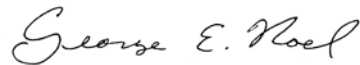


We encourage the voluntary participation of Massasoit Community College in the EO 511 effort to enhance occupational safety and health for all of your employees. If you would like to voluntarily participate, please contact the project lead, Hilary Hackbart of the Department of Labor Standards at 978-242-1354 for further information, to schedule an EO 511 training, or to obtain EO 511 materials.

Very truly yours,

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Paul Dietl  
Chief Human Resources Officer

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George E. Noel  
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SECRETARY

HEATHER E. ROWE  
DIRECTOR

January 31, 2012

Dr. Carole A. Cowan, President  
Office of the President  
Middlesex Community College, Bedford  
591 Springs Road  
Bedford, MA 01730

Dear President Cowan:

Executive Order #511 (EO 511), "Establishing the Massachusetts Employee Safety and Health Advisory Committee," was signed on April 27, 2009, and the project is well underway across the Executive Branch. The project is an important initiative designed to:

- create a connected infrastructure and support system for workplace health and safety management led by a 13-member advisory committee and using health and safety committees as the foundation;
- assess current health and safety management in state workplaces, including evaluation of actual practices as well as injury and illness statistics, and
- identify and implement strategic, practical, and effective steps to improve state workplace health and safety.

The Executive Office of Education has indicated to us that Middlesex Community College, Bedford is not formally participating in EO 511. We do not want you to miss the opportunity to use the EO 511 assessment process as a way to identify specific improvements to your health and safety management efforts to help create an even safer environment for your students and employees.

As co-chairs of the Massachusetts Employee Safety and Health Advisory Committee, we would like to offer you the opportunity to voluntarily participate in the EO 511 project. Your voluntary participation would give you access to all of the free training, assessment tools, informational resources, and guidance materials the Department of Labor Standards has developed for the project. The EO 511 method starts with an assessment of your current health and safety management, utilizing a joint labor-management committee approach, by looking at health and safety system elements for a set of serious worker hazards. The EO 511 process is intended to guide the way to identify realistic and sustainable steps forward in health and safety. EO 511 has been found by secretariats to be a valuable self-assessment process to identify areas of improvement for worker health and safety, and to provide a framework for making these improvements. The Advisory Committee will also provide injury and illness statistics to participating health and safety committees to help with targeted prevention efforts and prioritization of health and safety resources.

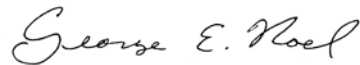


We encourage the voluntary participation of Middlesex Community College, Bedford in the EO 511 effort to enhance occupational safety and health for all of your employees. If you would like to voluntarily participate, please contact the project lead, Hilary Hackbart of the Department of Labor Standards at 978-242-1354 for further information, to schedule an EO 511 training, or to obtain EO 511 materials.

Very truly yours,

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Paul Dietl  
Chief Human Resources Officer

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HEATHER E. ROWE  
DIRECTOR

January 31, 2012

Dr. Carole A. Cowan, President  
Office of the President  
Middlesex Community College, Lowell  
33 Kearney Square  
Lowell, MA 01852

Dear President Cowan:

Executive Order #511 (EO 511), "Establishing the Massachusetts Employee Safety and Health Advisory Committee," was signed on April 27, 2009, and the project is well underway across the Executive Branch. The project is an important initiative designed to:

- create a connected infrastructure and support system for workplace health and safety management led by a 13-member advisory committee and using health and safety committees as the foundation;
- assess current health and safety management in state workplaces, including evaluation of actual practices as well as injury and illness statistics, and
- identify and implement strategic, practical, and effective steps to improve state workplace health and safety.

The Executive Office of Education has indicated to us that Middlesex Community College, Lowell is not formally participating in EO 511. We do not want you to miss the opportunity to use the EO 511 assessment process as a way to identify specific improvements to your health and safety management efforts to help create an even safer environment for your students and employees.

As co-chairs of the Massachusetts Employee Safety and Health Advisory Committee, we would like to offer you the opportunity to voluntarily participate in the EO 511 project. Your voluntary participation would give you access to all of the free training, assessment tools, informational resources, and guidance materials the Department of Labor Standards has developed for the project. The EO 511 method starts with an assessment of your current health and safety management, utilizing a joint labor-management committee approach, by looking at health and safety system elements for a set of serious worker hazards. The EO 511 process is intended to guide the way to identify realistic and sustainable steps forward in health and safety. EO 511 has been found by secretariats to be a valuable self-assessment process to identify areas of improvement for worker health and safety, and to provide a framework for making these improvements. The Advisory Committee will also provide injury and illness statistics to participating health and safety committees to help with targeted prevention efforts and prioritization of health and safety resources.

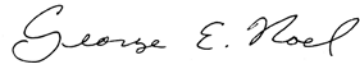


We encourage the voluntary participation of Middlesex Community College, Lowell in the EO 511 effort to enhance occupational safety and health for all of your employees. If you would like to voluntarily participate, please contact the project lead, Hilary Hackbart of the Department of Labor Standards at 978-242-1354 for further information, to schedule an EO 511 training, or to obtain EO 511 materials.

Very truly yours,

A handwritten signature in cursive script that reads "Paul Dietl".

Paul Dietl  
Chief Human Resources Officer

A handwritten signature in cursive script that reads "George E. Noel".

George E. Noel  
Executive Office of Labor and Workforce  
Development





THE COMMONWEALTH OF MASSACHUSETTS  
EXECUTIVE OFFICE OF LABOR AND WORKFORCE DEVELOPMENT  
DEPARTMENT OF LABOR STANDARDS

DEVAL L. PATRICK  
GOVERNOR

TIMOTHY P. MURRAY  
LT. GOVERNOR

JOANNE F. GOLDSTEIN  
SECRETARY

HEATHER E. ROWE  
DIRECTOR

January 31, 2012

Dr. Daniel M. Asquino, Ph.D, President  
Office of the President  
Mount Wachusett Community College  
444 Green Street  
Gardner, MA 01440

Dear President Asquino:

Executive Order #511 (EO 511), "Establishing the Massachusetts Employee Safety and Health Advisory Committee," was signed on April 27, 2009, and the project is well underway across the Executive Branch. The project is an important initiative designed to:

- create a connected infrastructure and support system for workplace health and safety management led by a 13-member advisory committee and using health and safety committees as the foundation;
- assess current health and safety management in state workplaces, including evaluation of actual practices as well as injury and illness statistics, and
- identify and implement strategic, practical, and effective steps to improve state workplace health and safety.

The Executive Office of Education has indicated to us that Mount Wachusett Community College is not formally participating in EO 511. We do not want you to miss the opportunity to use the EO 511 assessment process as a way to identify specific improvements to your health and safety management efforts to help create an even safer environment for your students and employees.

As co-chairs of the Massachusetts Employee Safety and Health Advisory Committee, we would like to offer you the opportunity to voluntarily participate in the EO 511 project. Your voluntary participation would give you access to all of the free training, assessment tools, informational resources, and guidance materials the Department of Labor Standards has developed for the project. The EO 511 method starts with an assessment of your current health and safety management, utilizing a joint labor-management committee approach, by looking at health and safety system elements for a set of serious worker hazards. The EO 511 process is intended to guide the way to identify realistic and sustainable steps forward in health and safety. EO 511 has been found by secretariats to be a valuable self-assessment process to identify areas of improvement for worker health and safety, and to provide a framework for making these improvements. The Advisory Committee will also provide injury and illness statistics to participating health and safety committees to help with targeted prevention efforts and prioritization of health and safety resources.

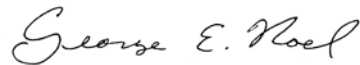


We encourage the voluntary participation of Mount Wachusett Community College in the EO 511 effort to enhance occupational safety and health for all of your employees. If you would like to voluntarily participate, please contact the project lead, Hilary Hackbart of the Department of Labor Standards at 978-242-1354 for further information, to schedule an EO 511 training, or to obtain EO 511 materials.

Very truly yours,

A handwritten signature in cursive script that reads "Paul Dietl".

Paul Dietl  
Chief Human Resources Officer

A handwritten signature in cursive script that reads "George E. Noel".

George E. Noel  
Executive Office of Labor and Workforce  
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LT. GOVERNOR

JOANNE F. GOLDSTEIN  
SECRETARY

HEATHER E. ROWE  
DIRECTOR

January 31, 2012

Wayne Burton, President  
Office of the President  
North Shore Community College  
1 Ferncroft Road  
Danvers, MA 01923

Dear President Burton:

Executive Order #511 (EO 511), "Establishing the Massachusetts Employee Safety and Health Advisory Committee," was signed on April 27, 2009, and the project is well underway across the Executive Branch. The project is an important initiative designed to:

- create a connected infrastructure and support system for workplace health and safety management led by a 13-member advisory committee and using health and safety committees as the foundation;
- assess current health and safety management in state workplaces, including evaluation of actual practices as well as injury and illness statistics, and
- identify and implement strategic, practical, and effective steps to improve state workplace health and safety.

The Executive Office of Education has indicated to us that North Shore Community College is not formally participating in EO 511. We do not want you to miss the opportunity to use the EO 511 assessment process as a way to identify specific improvements to your health and safety management efforts to help create an even safer environment for your students and employees.

As co-chairs of the Massachusetts Employee Safety and Health Advisory Committee, we would like to offer you the opportunity to voluntarily participate in the EO 511 project. Your voluntary participation would give you access to all of the free training, assessment tools, informational resources, and guidance materials the Department of Labor Standards has developed for the project. The EO 511 method starts with an assessment of your current health and safety management, utilizing a joint labor-management committee approach, by looking at health and safety system elements for a set of serious worker hazards. The EO 511 process is intended to guide the way to identify realistic and sustainable steps forward in health and safety. EO 511 has been found by secretariats to be a valuable self-assessment process to identify areas of improvement for worker health and safety, and to provide a framework for making these improvements. The Advisory Committee will also provide injury and illness statistics to participating health and safety committees to help with targeted prevention efforts and prioritization of health and safety resources.

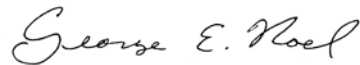


We encourage the voluntary participation of North Shore Community College in the EO 511 effort to enhance occupational safety and health for all of your employees. If you would like to voluntarily participate, please contact the project lead, Hilary Hackbart of the Department of Labor Standards at 978-242-1354 for further information, to schedule an EO 511 training, or to obtain EO 511 materials.

Very truly yours,

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Paul Dietl  
Chief Human Resources Officer

A handwritten signature in cursive script that reads "George E. Noel".

George E. Noel  
Executive Office of Labor and Workforce  
Development





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LT. GOVERNOR

JOANNE F. GOLDSTEIN  
SECRETARY

HEATHER E. ROWE  
DIRECTOR

January 31, 2012

Dr. Lane A. Glenn, President  
Office of the President  
Northern Essex Community College  
100 Elliott Street  
Haverhill, MA 01830

Dear President Glenn:

Executive Order #511 (EO 511), "Establishing the Massachusetts Employee Safety and Health Advisory Committee," was signed on April 27, 2009, and the project is well underway across the Executive Branch. The project is an important initiative designed to:

- create a connected infrastructure and support system for workplace health and safety management led by a 13-member advisory committee and using health and safety committees as the foundation;
- assess current health and safety management in state workplaces, including evaluation of actual practices as well as injury and illness statistics, and
- identify and implement strategic, practical, and effective steps to improve state workplace health and safety.

The Executive Office of Education has indicated to us that Northern Essex Community College is not formally participating in EO 511. We do not want you to miss the opportunity to use the EO 511 assessment process as a way to identify specific improvements to your health and safety management efforts to help create an even safer environment for your students and employees.

As co-chairs of the Massachusetts Employee Safety and Health Advisory Committee, we would like to offer you the opportunity to voluntarily participate in the EO 511 project. Your voluntary participation would give you access to all of the free training, assessment tools, informational resources, and guidance materials the Department of Labor Standards has developed for the project. The EO 511 method starts with an assessment of your current health and safety management, utilizing a joint labor-management committee approach, by looking at health and safety system elements for a set of serious worker hazards. The EO 511 process is intended to guide the way to identify realistic and sustainable steps forward in health and safety. EO 511 has been found by secretariats to be a valuable self-assessment process to identify areas of improvement for worker health and safety, and to provide a framework for making these improvements. The Advisory Committee will also provide injury and illness statistics to participating health and safety committees to help with targeted prevention efforts and prioritization of health and safety resources.

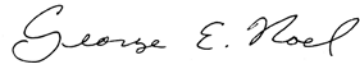


We encourage the voluntary participation of Northern Essex Community College in the EO 511 effort to enhance occupational safety and health for all of your employees. If you would like to voluntarily participate, please contact the project lead, Hilary Hackbart of the Department of Labor Standards at 978-242-1354 for further information, to schedule an EO 511 training, or to obtain EO 511 materials.

Very truly yours,

A handwritten signature in cursive script that reads "Paul Dietl".

Paul Dietl  
Chief Human Resources Officer

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George E. Noel  
Executive Office of Labor and Workforce  
Development





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HEATHER E. ROWE  
DIRECTOR

January 31, 2012

Gail E. Carberry, Ed.D, President  
Office of the President  
Quinsigamond Community College  
670 West Boylston Street  
Worcester, MA 01606

Dear President Carberry:

Executive Order #511 (EO 511), "Establishing the Massachusetts Employee Safety and Health Advisory Committee," was signed on April 27, 2009, and the project is well underway across the Executive Branch. The project is an important initiative designed to:

- create a connected infrastructure and support system for workplace health and safety management led by a 13-member advisory committee and using health and safety committees as the foundation;
- assess current health and safety management in state workplaces, including evaluation of actual practices as well as injury and illness statistics, and
- identify and implement strategic, practical, and effective steps to improve state workplace health and safety.

The Executive Office of Education has indicated to us that Quinsigamond Community College is not formally participating in EO 511. We do not want you to miss the opportunity to use the EO 511 assessment process as a way to identify specific improvements to your health and safety management efforts to help create an even safer environment for your students and employees.

As co-chairs of the Massachusetts Employee Safety and Health Advisory Committee, we would like to offer you the opportunity to voluntarily participate in the EO 511 project. Your voluntary participation would give you access to all of the free training, assessment tools, informational resources, and guidance materials the Department of Labor Standards has developed for the project. The EO 511 method starts with an assessment of your current health and safety management, utilizing a joint labor-management committee approach, by looking at health and safety system elements for a set of serious worker hazards. The EO 511 process is intended to guide the way to identify realistic and sustainable steps forward in health and safety. EO 511 has been found by secretariats to be a valuable self-assessment process to identify areas of improvement for worker health and safety, and to provide a framework for making these improvements. The Advisory Committee will also provide injury and illness statistics to participating health and safety committees to help with targeted prevention efforts and prioritization of health and safety resources.

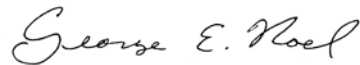


We encourage the voluntary participation of Quinsigamond Community College in the EO 511 effort to enhance occupational safety and health for all of your employees. If you would like to voluntarily participate, please contact the project lead, Hilary Hackbart of the Department of Labor Standards at 978-242-1354 for further information, to schedule an EO 511 training, or to obtain EO 511 materials.

Very truly yours,

A handwritten signature in cursive script that reads "Paul Dietl".

Paul Dietl  
Chief Human Resources Officer

A handwritten signature in cursive script that reads "George E. Noel".

George E. Noel  
Executive Office of Labor and Workforce  
Development





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LT. GOVERNOR

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HEATHER E. ROWE  
DIRECTOR

January 31, 2012

Dr. Terrence A. Gomes, President  
Office of the President  
Roxbury Community College  
1234 Columbus Avenue  
Roxbury Crossing, MA 02120

Dear President Gomes:

Executive Order #511 (EO 511), "Establishing the Massachusetts Employee Safety and Health Advisory Committee," was signed on April 27, 2009, and the project is well underway across the Executive Branch. The project is an important initiative designed to:

- create a connected infrastructure and support system for workplace health and safety management led by a 13-member advisory committee and using health and safety committees as the foundation;
- assess current health and safety management in state workplaces, including evaluation of actual practices as well as injury and illness statistics, and
- identify and implement strategic, practical, and effective steps to improve state workplace health and safety.

The Executive Office of Education has indicated to us that Roxbury Community College is not formally participating in EO 511. We do not want you to miss the opportunity to use the EO 511 assessment process as a way to identify specific improvements to your health and safety management efforts to help create an even safer environment for your students and employees.

As co-chairs of the Massachusetts Employee Safety and Health Advisory Committee, we would like to offer you the opportunity to voluntarily participate in the EO 511 project. Your voluntary participation would give you access to all of the free training, assessment tools, informational resources, and guidance materials the Department of Labor Standards has developed for the project. The EO 511 method starts with an assessment of your current health and safety management, utilizing a joint labor-management committee approach, by looking at health and safety system elements for a set of serious worker hazards. The EO 511 process is intended to guide the way to identify realistic and sustainable steps forward in health and safety. EO 511 has been found by secretariats to be a valuable self-assessment process to identify areas of improvement for worker health and safety, and to provide a framework for making these improvements. The Advisory Committee will also provide injury and illness statistics to participating health and safety committees to help with targeted prevention efforts and prioritization of health and safety resources.

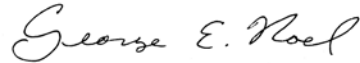


We encourage the voluntary participation of Roxbury Community College in the EO 511 effort to enhance occupational safety and health for all of your employees. If you would like to voluntarily participate, please contact the project lead, Hilary Hackbart of the Department of Labor Standards at 978-242-1354 for further information, to schedule an EO 511 training, or to obtain EO 511 materials.

Very truly yours,

A handwritten signature in cursive script that reads "Paul Dietl".

Paul Dietl  
Chief Human Resources Officer

A handwritten signature in cursive script that reads "George E. Noel".

George E. Noel  
Executive Office of Labor and Workforce  
Development





THE COMMONWEALTH OF MASSACHUSETTS  
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LT. GOVERNOR

JOANNE F. GOLDSTEIN  
SECRETARY

HEATHER E. ROWE  
DIRECTOR

January 31, 2012

Dr. Ira H. Rubenzahl, Ph.D, President  
Office of the President  
Springfield Technical Community College  
1 Armory Street, No. 1  
Springfield, MA 01102

Dear President Rubenzahl:

Executive Order #511 (EO 511), "Establishing the Massachusetts Employee Safety and Health Advisory Committee," was signed on April 27, 2009, and the project is well underway across the Executive Branch. The project is an important initiative designed to:

- create a connected infrastructure and support system for workplace health and safety management led by a 13-member advisory committee and using health and safety committees as the foundation;
- assess current health and safety management in state workplaces, including evaluation of actual practices as well as injury and illness statistics, and
- identify and implement strategic, practical, and effective steps to improve state workplace health and safety.

The Executive Office of Education has indicated to us that Springfield Technical Community College is not formally participating in EO 511. We do not want you to miss the opportunity to use the EO 511 assessment process as a way to identify specific improvements to your health and safety management efforts to help create an even safer environment for your students and employees.

As co-chairs of the Massachusetts Employee Safety and Health Advisory Committee, we would like to offer you the opportunity to voluntarily participate in the EO 511 project. Your voluntary participation would give you access to all of the free training, assessment tools, informational resources, and guidance materials the Department of Labor Standards has developed for the project. The EO 511 method starts with an assessment of your current health and safety management, utilizing a joint labor-management committee approach, by looking at health and safety system elements for a set of serious worker hazards. The EO 511 process is intended to guide the way to identify realistic and sustainable steps forward in health and safety. EO 511 has been found by secretariats to be a valuable self-assessment process to identify areas of improvement for worker health and safety, and to provide a framework for making these improvements. The Advisory Committee will also provide injury and illness statistics to participating health and safety committees to help with targeted prevention efforts and prioritization of health and safety resources.

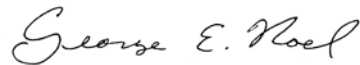


We encourage the voluntary participation of Springfield Technical Community College in the EO 511 effort to enhance occupational safety and health for all of your employees. If you would like to voluntarily participate, please contact the project lead, Hilary Hackbart of the Department of Labor Standards at 978-242-1354 for further information, to schedule an EO 511 training, or to obtain EO 511 materials.

Very truly yours,

A handwritten signature in cursive script that reads "Paul Dietl".

Paul Dietl  
Chief Human Resources Officer

A handwritten signature in cursive script that reads "George E. Noel".

George E. Noel  
Executive Office of Labor and Workforce  
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LT. GOVERNOR

JOANNE F. GOLDSTEIN  
SECRETARY

HEATHER E. ROWE  
DIRECTOR

January 31, 2012

Dr. Dana Mohler-Faria, President  
Office of the President  
Bridgewater State University  
131 Summer Street  
Bridgewater, MA 02325

Dear President Mohler-Faria:

Executive Order #511 (EO 511), "Establishing the Massachusetts Employee Safety and Health Advisory Committee," was signed on April 27, 2009, and the project is well underway across the Executive Branch. The project is an important initiative designed to:

- create a connected infrastructure and support system for workplace health and safety management led by a 13-member advisory committee and using health and safety committees as the foundation;
- assess current health and safety management in state workplaces, including evaluation of actual practices as well as injury and illness statistics, and
- identify and implement strategic, practical, and effective steps to improve state workplace health and safety.

The Executive Office of Education has indicated to us that Bridgewater State University is not formally participating in EO 511. We do not want you to miss the opportunity to use the EO 511 assessment process as a way to identify specific improvements to your health and safety management efforts to help create an even safer environment for your students and employees.

As co-chairs of the Massachusetts Employee Safety and Health Advisory Committee, we would like to offer you the opportunity to voluntarily participate in the EO 511 project. Your voluntary participation would give you access to all of the free training, assessment tools, informational resources, and guidance materials the Department of Labor Standards has developed for the project. The EO 511 method starts with an assessment of your current health and safety management, utilizing a joint labor-management committee approach, by looking at health and safety system elements for a set of serious worker hazards. The EO 511 process is intended to guide the way to identify realistic and sustainable steps forward in health and safety. EO 511 has been found by secretariats to be a valuable self-assessment process to identify areas of improvement for worker health and safety, and to provide a framework for making these improvements. The Advisory Committee will also provide injury and illness statistics to participating health and safety committees to help with targeted prevention efforts and prioritization of health and safety resources.

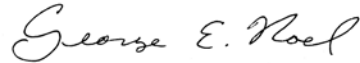


We encourage the voluntary participation of Bridgewater State University in the EO 511 effort to enhance occupational safety and health for all of your employees. If you would like to voluntarily participate, please contact the project lead, Hilary Hackbart of the Department of Labor Standards at 978-242-1354 for further information, to schedule an EO 511 training, or to obtain EO 511 materials.

Very truly yours,

A handwritten signature in cursive script that reads "Paul Dietl".

Paul Dietl  
Chief Human Resources Officer

A handwritten signature in cursive script that reads "George E. Noel".

George E. Noel  
Executive Office of Labor and Workforce  
Development





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LT. GOVERNOR

JOANNE F. GOLDSTEIN  
SECRETARY

HEATHER E. ROWE  
DIRECTOR

January 31, 2012

Dr. Robert V. Antonucci, President  
Office of the President  
Fitchburg State University  
160 Pearl Street  
Fitchburg, MA 01420

Dear President Antonucci:

Executive Order #511 (EO 511), "Establishing the Massachusetts Employee Safety and Health Advisory Committee," was signed on April 27, 2009, and the project is well underway across the Executive Branch. The project is an important initiative designed to:

- create a connected infrastructure and support system for workplace health and safety management led by a 13-member advisory committee and using health and safety committees as the foundation;
- assess current health and safety management in state workplaces, including evaluation of actual practices as well as injury and illness statistics, and
- identify and implement strategic, practical, and effective steps to improve state workplace health and safety.

The Executive Office of Education has indicated to us that Fitchburg State University is not formally participating in EO 511. We do not want you to miss the opportunity to use the EO 511 assessment process as a way to identify specific improvements to your health and safety management efforts to help create an even safer environment for your students and employees.

As co-chairs of the Massachusetts Employee Safety and Health Advisory Committee, we would like to offer you the opportunity to voluntarily participate in the EO 511 project. Your voluntary participation would give you access to all of the free training, assessment tools, informational resources, and guidance materials the Department of Labor Standards has developed for the project. The EO 511 method starts with an assessment of your current health and safety management, utilizing a joint labor-management committee approach, by looking at health and safety system elements for a set of serious worker hazards. The EO 511 process is intended to guide the way to identify realistic and sustainable steps forward in health and safety. EO 511 has been found by secretariats to be a valuable self-assessment process to identify areas of improvement for worker health and safety, and to provide a framework for making these improvements. The Advisory Committee will also provide injury and illness statistics to participating health and safety committees to help with targeted prevention efforts and prioritization of health and safety resources.

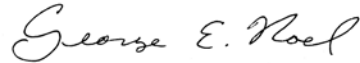


We encourage the voluntary participation of Fitchburg State University in the EO 511 effort to enhance occupational safety and health for all of your employees. If you would like to voluntarily participate, please contact the project lead, Hilary Hackbart of the Department of Labor Standards at 978-242-1354 for further information, to schedule an EO 511 training, or to obtain EO 511 materials.

Very truly yours,

A handwritten signature in cursive script that reads "Paul Dietl".

Paul Dietl  
Chief Human Resources Officer

A handwritten signature in cursive script that reads "George E. Noel".

George E. Noel  
Executive Office of Labor and Workforce  
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LT. GOVERNOR

JOANNE F. GOLDSTEIN  
SECRETARY

HEATHER E. ROWE  
DIRECTOR

January 31, 2012

Timothy J. Flanagan, President  
Office of the President  
Framingham State University  
100 State Street  
Framingham, MA 01701

Dear President Flanagan:

Executive Order #511 (EO 511), "Establishing the Massachusetts Employee Safety and Health Advisory Committee," was signed on April 27, 2009, and the project is well underway across the Executive Branch. The project is an important initiative designed to:

- create a connected infrastructure and support system for workplace health and safety management led by a 13-member advisory committee and using health and safety committees as the foundation;
- assess current health and safety management in state workplaces, including evaluation of actual practices as well as injury and illness statistics, and
- identify and implement strategic, practical, and effective steps to improve state workplace health and safety.

The Executive Office of Education has indicated to us that Framingham State University is not formally participating in EO 511. We do not want you to miss the opportunity to use the EO 511 assessment process as a way to identify specific improvements to your health and safety management efforts to help create an even safer environment for your students and employees.

As co-chairs of the Massachusetts Employee Safety and Health Advisory Committee, we would like to offer you the opportunity to voluntarily participate in the EO 511 project. Your voluntary participation would give you access to all of the free training, assessment tools, informational resources, and guidance materials the Department of Labor Standards has developed for the project. The EO 511 method starts with an assessment of your current health and safety management, utilizing a joint labor-management committee approach, by looking at health and safety system elements for a set of serious worker hazards. The EO 511 process is intended to guide the way to identify realistic and sustainable steps forward in health and safety. EO 511 has been found by secretariats to be a valuable self-assessment process to identify areas of improvement for worker health and safety, and to provide a framework for making these improvements. The Advisory Committee will also provide injury and illness statistics to participating health and safety committees to help with targeted prevention efforts and prioritization of health and safety resources.

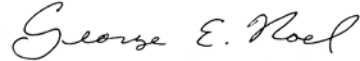


We encourage the voluntary participation of Framingham State University in the EO 511 effort to enhance occupational safety and health for all of your employees. If you would like to voluntarily participate, please contact the project lead, Hilary Hackbart of the Department of Labor Standards at 978-242-1354 for further information, to schedule an EO 511 training, or to obtain EO 511 materials.

Very truly yours,

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Paul Dietl  
Chief Human Resources Officer

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George E. Noel  
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LT. GOVERNOR

JOANNE F. GOLDSTEIN  
SECRETARY

HEATHER E. ROWE  
DIRECTOR

January 31, 2012

Ms. Dawn Barrett, President  
Office of the President  
Massachusetts College of Art and Design, Boston  
621 Huntington Avenue  
Boston, MA 02115

Dear President Barrett:

Executive Order #511 (EO 511), "Establishing the Massachusetts Employee Safety and Health Advisory Committee," was signed on April 27, 2009, and the project is well underway across the Executive Branch. The project is an important initiative designed to:

- create a connected infrastructure and support system for workplace health and safety management led by a 13-member advisory committee and using health and safety committees as the foundation;
- assess current health and safety management in state workplaces, including evaluation of actual practices as well as injury and illness statistics, and
- identify and implement strategic, practical, and effective steps to improve state workplace health and safety.

The Executive Office of Education has indicated to us that Massachusetts College of Art and Design, Boston is not formally participating in EO 511. We do not want you to miss the opportunity to use the EO 511 assessment process as a way to identify specific improvements to your health and safety management efforts to help create an even safer environment for your students and employees.

As co-chairs of the Massachusetts Employee Safety and Health Advisory Committee, we would like to offer you the opportunity to voluntarily participate in the EO 511 project. Your voluntary participation would give you access to all of the free training, assessment tools, informational resources, and guidance materials the Department of Labor Standards has developed for the project. The EO 511 method starts with an assessment of your current health and safety management, utilizing a joint labor-management committee approach, by looking at health and safety system elements for a set of serious worker hazards. The EO 511 process is intended to guide the way to identify realistic and sustainable steps forward in health and safety. EO 511 has been found by secretariats to be a valuable self-assessment process to identify areas of improvement for worker health and safety, and to provide a framework for making these improvements. The Advisory Committee will also provide injury and illness statistics to participating health and safety committees to help with targeted prevention efforts and prioritization of health and safety resources.

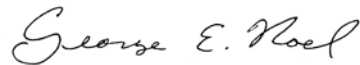


We encourage the voluntary participation of Massachusetts College of Art and Design, Boston in the EO 511 effort to enhance occupational safety and health for all of your employees. If you would like to voluntarily participate, please contact the project lead, Hilary Hackbart of the Department of Labor Standards at 978-242-1354 for further information, to schedule an EO 511 training, or to obtain EO 511 materials.

Very truly yours,

A handwritten signature in cursive script that reads "Paul Dietl".

Paul Dietl  
Chief Human Resources Officer

A handwritten signature in cursive script that reads "George E. Noel".

George E. Noel  
Executive Office of Labor and Workforce  
Development





THE COMMONWEALTH OF MASSACHUSETTS  
EXECUTIVE OFFICE OF LABOR AND WORKFORCE DEVELOPMENT  
DEPARTMENT OF LABOR STANDARDS

DEVAL L. PATRICK  
GOVERNOR

TIMOTHY P. MURRAY  
LT. GOVERNOR

JOANNE F. GOLDSTEIN  
SECRETARY

HEATHER E. ROWE  
DIRECTOR

January 31, 2012

Ms. Mary K. Grant, President  
Office of the President  
Massachusetts College of Liberal Arts, North Adams  
375 Church Street  
North Adams, MA 01247

Dear President Grant:

Executive Order #511 (EO 511), "Establishing the Massachusetts Employee Safety and Health Advisory Committee," was signed on April 27, 2009, and the project is well underway across the Executive Branch. The project is an important initiative designed to:

- create a connected infrastructure and support system for workplace health and safety management led by a 13-member advisory committee and using health and safety committees as the foundation;
- assess current health and safety management in state workplaces, including evaluation of actual practices as well as injury and illness statistics, and
- identify and implement strategic, practical, and effective steps to improve state workplace health and safety.

The Executive Office of Education has indicated to us that Massachusetts College of Liberal Arts, North Adams is not formally participating in EO 511. We do not want you to miss the opportunity to use the EO 511 assessment process as a way to identify specific improvements to your health and safety management efforts to help create an even safer environment for your students and employees.

As co-chairs of the Massachusetts Employee Safety and Health Advisory Committee, we would like to offer you the opportunity to voluntarily participate in the EO 511 project. Your voluntary participation would give you access to all of the free training, assessment tools, informational resources, and guidance materials the Department of Labor Standards has developed for the project. The EO 511 method starts with an assessment of your current health and safety management, utilizing a joint labor-management committee approach, by looking at health and safety system elements for a set of serious worker hazards. The EO 511 process is intended to guide the way to identify realistic and sustainable steps forward in health and safety. EO 511 has been found by secretariats to be a valuable self-assessment process to identify areas of improvement for worker health and safety, and to provide a framework for making these improvements. The Advisory Committee will also provide injury and illness statistics to participating health and safety committees to help with targeted prevention efforts and prioritization of health and safety resources.

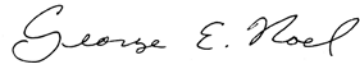


We encourage the voluntary participation of Massachusetts College of Liberal Arts, North Adams in the EO 511 effort to enhance occupational safety and health for all of your employees. If you would like to voluntarily participate, please contact the project lead, Hilary Hackbart of the Department of Labor Standards at 978-242-1354 for further information, to schedule an EO 511 training, or to obtain EO 511 materials.

Very truly yours,

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Paul Dietl  
Chief Human Resources Officer

A handwritten signature in cursive script that reads "George E. Noel".

George E. Noel  
Executive Office of Labor and Workforce  
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JOANNE F. GOLDSTEIN  
SECRETARY

HEATHER E. ROWE  
DIRECTOR

January 31, 2012

Richard C. Gurnon, President  
Office of the President  
Massachusetts Maritime Academy, Buzzards Bay  
101 Academy Drive  
Buzzards Bay, MA 02532

Dear President Gurnon:

Executive Order #511 (EO 511), "Establishing the Massachusetts Employee Safety and Health Advisory Committee," was signed on April 27, 2009, and the project is well underway across the Executive Branch. The project is an important initiative designed to:

- create a connected infrastructure and support system for workplace health and safety management led by a 13-member advisory committee and using health and safety committees as the foundation;
- assess current health and safety management in state workplaces, including evaluation of actual practices as well as injury and illness statistics, and
- identify and implement strategic, practical, and effective steps to improve state workplace health and safety.

The Executive Office of Education has indicated to us that Massachusetts Maritime Academy is not formally participating in EO 511. We do not want you to miss the opportunity to use the EO 511 assessment process as a way to identify specific improvements to your health and safety management efforts to help create an even safer environment for your students and employees.

As co-chairs of the Massachusetts Employee Safety and Health Advisory Committee, we would like to offer you the opportunity to voluntarily participate in the EO 511 project. Your voluntary participation would give you access to all of the free training, assessment tools, informational resources, and guidance materials the Department of Labor Standards has developed for the project. The EO 511 method starts with an assessment of your current health and safety management, utilizing a joint labor-management committee approach, by looking at health and safety system elements for a set of serious worker hazards. The EO 511 process is intended to guide the way to identify realistic and sustainable steps forward in health and safety. EO 511 has been found by secretariats to be a valuable self-assessment process to identify areas of improvement for worker health and safety, and to provide a framework for making these improvements. The Advisory Committee will also provide injury and illness statistics to participating health and safety committees to help with targeted prevention efforts and prioritization of health and safety resources.

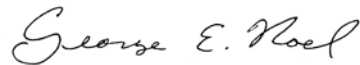


We encourage the voluntary participation of Massachusetts Maritime Academy in the EO 511 effort to enhance occupational safety and health for all of your employees. If you would like to voluntarily participate, please contact the project lead, Hilary Hackbart of the Department of Labor Standards at 978-242-1354 for further information, to schedule an EO 511 training, or to obtain EO 511 materials.

Very truly yours,

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Paul Dietl  
Chief Human Resources Officer

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George E. Noel  
Executive Office of Labor and Workforce  
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SECRETARY

HEATHER E. ROWE  
DIRECTOR

January 31, 2012

Dr. Patricia Maguire-Messervey, President  
Office of the President  
Salem State University  
Meier Hall, Room 316  
Salem, MA 01970

Dear President Maguire-Messervey:

Executive Order #511 (EO 511), "Establishing the Massachusetts Employee Safety and Health Advisory Committee," was signed on April 27, 2009, and the project is well underway across the Executive Branch. The project is an important initiative designed to:

- create a connected infrastructure and support system for workplace health and safety management led by a 13-member advisory committee and using health and safety committees as the foundation;
- assess current health and safety management in state workplaces, including evaluation of actual practices as well as injury and illness statistics, and
- identify and implement strategic, practical, and effective steps to improve state workplace health and safety.

The Executive Office of Education has indicated to us that Salem State University is not formally participating in EO 511. We do not want you to miss the opportunity to use the EO 511 assessment process as a way to identify specific improvements to your health and safety management efforts to help create an even safer environment for your students and employees.

As co-chairs of the Massachusetts Employee Safety and Health Advisory Committee, we would like to offer you the opportunity to voluntarily participate in the EO 511 project. Your voluntary participation would give you access to all of the free training, assessment tools, informational resources, and guidance materials the Department of Labor Standards has developed for the project. The EO 511 method starts with an assessment of your current health and safety management, utilizing a joint labor-management committee approach, by looking at health and safety system elements for a set of serious worker hazards. The EO 511 process is intended to guide the way to identify realistic and sustainable steps forward in health and safety. EO 511 has been found by secretariats to be a valuable self-assessment process to identify areas of improvement for worker health and safety, and to provide a framework for making these improvements. The Advisory Committee will also provide injury and illness statistics to participating health and safety committees to help with targeted prevention efforts and prioritization of health and safety resources.

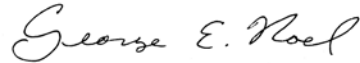


We encourage the voluntary participation of Salem State University in the EO 511 effort to enhance occupational safety and health for all of your employees. If you would like to voluntarily participate, please contact the project lead, Hilary Hackbart of the Department of Labor Standards at 978-242-1354 for further information, to schedule an EO 511 training, or to obtain EO 511 materials.

Very truly yours,

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Paul Dietl  
Chief Human Resources Officer

A handwritten signature in cursive script that reads "George E. Noel".

George E. Noel  
Executive Office of Labor and Workforce  
Development





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TIMOTHY P. MURRAY  
LT. GOVERNOR

JOANNE F. GOLDSTEIN  
SECRETARY

HEATHER E. ROWE  
DIRECTOR

January 31, 2012

Mr. Evan Dobelle, President  
Office of the President  
Westfield State University  
577 Wester Avenue  
Westfield, MA 01085

Dear President Dobelle:

Executive Order #511 (EO 511), "Establishing the Massachusetts Employee Safety and Health Advisory Committee," was signed on April 27, 2009, and the project is well underway across the Executive Branch. The project is an important initiative designed to:

- create a connected infrastructure and support system for workplace health and safety management led by a 13-member advisory committee and using health and safety committees as the foundation;
- assess current health and safety management in state workplaces, including evaluation of actual practices as well as injury and illness statistics, and
- identify and implement strategic, practical, and effective steps to improve state workplace health and safety.

The Executive Office of Education has indicated to us that Westfield State University is not formally participating in EO 511. We do not want you to miss the opportunity to use the EO 511 assessment process as a way to identify specific improvements to your health and safety management efforts to help create an even safer environment for your students and employees.

As co-chairs of the Massachusetts Employee Safety and Health Advisory Committee, we would like to offer you the opportunity to voluntarily participate in the EO 511 project. Your voluntary participation would give you access to all of the free training, assessment tools, informational resources, and guidance materials the Department of Labor Standards has developed for the project. The EO 511 method starts with an assessment of your current health and safety management, utilizing a joint labor-management committee approach, by looking at health and safety system elements for a set of serious worker hazards. The EO 511 process is intended to guide the way to identify realistic and sustainable steps forward in health and safety. EO 511 has been found by secretariats to be a valuable self-assessment process to identify areas of improvement for worker health and safety, and to provide a framework for making these improvements. The Advisory Committee will also provide injury and illness statistics to participating health and safety committees to help with targeted prevention efforts and prioritization of health and safety resources.

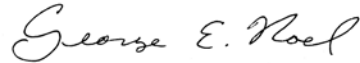


We encourage the voluntary participation of Westfield State University in the EO 511 effort to enhance occupational safety and health for all of your employees. If you would like to voluntarily participate, please contact the project lead, Hilary Hackbart of the Department of Labor Standards at 978-242-1354 for further information, to schedule an EO 511 training, or to obtain EO 511 materials.

Very truly yours,

A handwritten signature in cursive script that reads "Paul Dietl".

Paul Dietl  
Chief Human Resources Officer

A handwritten signature in cursive script that reads "George E. Noel".

George E. Noel  
Executive Office of Labor and Workforce  
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LT. GOVERNOR

JOANNE F. GOLDSTEIN  
SECRETARY

HEATHER E. ROWE  
DIRECTOR

January 31, 2012

Mr. Barry Maloney, President  
Office of the President  
Worcester State University  
486 Chandler Street  
Worcester, MA 01602

Dear President Maloney:

Executive Order #511 (EO 511), "Establishing the Massachusetts Employee Safety and Health Advisory Committee," was signed on April 27, 2009, and the project is well underway across the Executive Branch. The project is an important initiative designed to:

- create a connected infrastructure and support system for workplace health and safety management led by a 13-member advisory committee and using health and safety committees as the foundation;
- assess current health and safety management in state workplaces, including evaluation of actual practices as well as injury and illness statistics, and
- identify and implement strategic, practical, and effective steps to improve state workplace health and safety.

The Executive Office of Education has indicated to us that Worcester State University is not formally participating in EO 511. We do not want you to miss the opportunity to use the EO 511 assessment process as a way to identify specific improvements to your health and safety management efforts to help create an even safer environment for your students and employees.

As co-chairs of the Massachusetts Employee Safety and Health Advisory Committee, we would like to offer you the opportunity to voluntarily participate in the EO 511 project. Your voluntary participation would give you access to all of the free training, assessment tools, informational resources, and guidance materials the Department of Labor Standards has developed for the project. The EO 511 method starts with an assessment of your current health and safety management, utilizing a joint labor-management committee approach, by looking at health and safety system elements for a set of serious worker hazards. The EO 511 process is intended to guide the way to identify realistic and sustainable steps forward in health and safety. EO 511 has been found by secretariats to be a valuable self-assessment process to identify areas of improvement for worker health and safety, and to provide a framework for making these improvements. The Advisory Committee will also provide injury and illness statistics to participating health and safety committees to help with targeted prevention efforts and prioritization of health and safety resources.

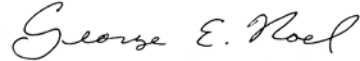


We encourage the voluntary participation of Worcester State University in the EO 511 effort to enhance occupational safety and health for all of your employees. If you would like to voluntarily participate, please contact the project lead, Hilary Hackbart of the Department of Labor Standards at 978-242-1354 for further information, to schedule an EO 511 training, or to obtain EO 511 materials.

Very truly yours,

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Paul Dietl  
Chief Human Resources Officer

A handwritten signature in cursive script that reads "George E. Noel".

George E. Noel  
Executive Office of Labor and Workforce  
Development





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TIMOTHY P. MURRAY  
LT. GOVERNOR

JOANNE F. GOLDSTEIN  
SECRETARY

HEATHER E. ROWE  
DIRECTOR

January 31, 2012

Chancellor Robert C. Holub  
Office of the Chancellor  
University of Massachusetts, Amherst  
256 Sunset Avenue, 374 Whitmore Building  
Amherst, MA 01003

Dear Chancellor Holub:

Executive Order #511 (EO 511), "Establishing the Massachusetts Employee Safety and Health Advisory Committee," was signed on April 27, 2009, and the project is well underway across the Executive Branch. The project is an important initiative designed to:

- create a connected infrastructure and support system for workplace health and safety management led by a 13-member advisory committee and using health and safety committees as the foundation;
- assess current health and safety management in state workplaces, including evaluation of actual practices as well as injury and illness statistics, and
- identify and implement strategic, practical, and effective steps to improve state workplace health and safety.

The Executive Office of Education has indicated to us that the University of Massachusetts, Amherst is not formally participating in EO 511. We do not want you to miss the opportunity to use the EO 511 assessment process as a way to identify specific improvements to your health and safety management efforts to help create an even safer environment for your students and employees.

As co-chairs of the Massachusetts Employee Safety and Health Advisory Committee, we would like to offer you the opportunity to voluntarily participate in the EO 511 project. Your voluntary participation would give you access to all of the free training, assessment tools, informational resources, and guidance materials the Department of Labor Standards has developed for the project. The EO 511 method starts with an assessment of your current health and safety management, utilizing a joint labor-management committee approach, by looking at health and safety system elements for a set of serious worker hazards. The EO 511 process is intended to guide the way to identify realistic and sustainable steps forward in health and safety. EO 511 has been found by secretariats to be a valuable self-assessment process to identify areas of improvement for worker health and safety, and to provide a framework for making these improvements. The Advisory Committee will also provide injury and illness statistics to participating health and safety committees to help with targeted prevention efforts and prioritization of health and safety resources.

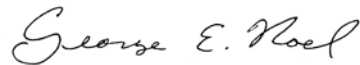


We encourage the voluntary participation of the University of Massachusetts, Amherst in the EO 511 effort to enhance occupational safety and health for all of your employees. If you would like to voluntarily participate, please contact the project lead, Hilary Hackbart of the Department of Labor Standards at 978-242-1354 for further information, to schedule an EO 511 training, or to obtain EO 511 materials.

Very truly yours,

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Paul Dietl  
Chief Human Resources Officer

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George E. Noel  
Executive Office of Labor and Workforce  
Development





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LT. GOVERNOR

JOANNE F. GOLDSTEIN  
SECRETARY

HEATHER E. ROWE  
DIRECTOR

January 31, 2012

Dr. J. Keith Motley, Ph.D., Chancellor  
Office of the Chancellor  
University of Massachusetts, Boston  
100 William T. Morrissey Boulevard  
Boston, MA 02125

Dear Chancellor Motley:

Executive Order #511 (EO 511), "Establishing the Massachusetts Employee Safety and Health Advisory Committee," was signed on April 27, 2009, and the project is well underway across the Executive Branch. The project is an important initiative designed to:

- create a connected infrastructure and support system for workplace health and safety management led by a 13-member advisory committee and using health and safety committees as the foundation;
- assess current health and safety management in state workplaces, including evaluation of actual practices as well as injury and illness statistics, and
- identify and implement strategic, practical, and effective steps to improve state workplace health and safety.

The Executive Office of Education has indicated to us that the University of Massachusetts, Boston is not formally participating in EO 511. We do not want you to miss the opportunity to use the EO 511 assessment process as a way to identify specific improvements to your health and safety management efforts to help create an even safer environment for your students and employees.

As co-chairs of the Massachusetts Employee Safety and Health Advisory Committee, we would like to offer you the opportunity to voluntarily participate in the EO 511 project. Your voluntary participation would give you access to all of the free training, assessment tools, informational resources, and guidance materials the Department of Labor Standards has developed for the project. The EO 511 method starts with an assessment of your current health and safety management, utilizing a joint labor-management committee approach, by looking at health and safety system elements for a set of serious worker hazards. The EO 511 process is intended to guide the way to identify realistic and sustainable steps forward in health and safety. EO 511 has been found by secretariats to be a valuable self-assessment process to identify areas of improvement for worker health and safety, and to provide a framework for making these improvements. The Advisory Committee will also provide injury and illness statistics to participating health and safety committees to help with targeted prevention efforts and prioritization of health and safety resources.

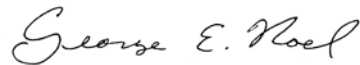


We encourage the voluntary participation of the University of Massachusetts, Boston in the EO 511 effort to enhance occupational safety and health for all of your employees. If you would like to voluntarily participate, please contact the project lead, Hilary Hackbart of the Department of Labor Standards at 978-242-1354 for further information, to schedule an EO 511 training, or to obtain EO 511 materials.

Very truly yours,

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Paul Dietl  
Chief Human Resources Officer

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George E. Noel  
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LT. GOVERNOR

JOANNE F. GOLDSTEIN  
SECRETARY

HEATHER E. ROWE  
DIRECTOR

January 31, 2012

Chancellor Jean F. MacCormack  
Office of the Chancellor  
University of Massachusetts, Dartmouth  
285 Old Westport Road  
Dartmouth, MA 02747

Dear Chancellor MacCormack:

Executive Order #511 (EO 511), "Establishing the Massachusetts Employee Safety and Health Advisory Committee," was signed on April 27, 2009, and the project is well underway across the Executive Branch. The project is an important initiative designed to:

- create a connected infrastructure and support system for workplace health and safety management led by a 13-member advisory committee and using health and safety committees as the foundation;
- assess current health and safety management in state workplaces, including evaluation of actual practices as well as injury and illness statistics, and
- identify and implement strategic, practical, and effective steps to improve state workplace health and safety.

The Executive Office of Education has indicated to us that the University of Massachusetts, Dartmouth is not formally participating in EO 511. We do not want you to miss the opportunity to use the EO 511 assessment process as a way to identify specific improvements to your health and safety management efforts to help create an even safer environment for your students and employees.

As co-chairs of the Massachusetts Employee Safety and Health Advisory Committee, we would like to offer you the opportunity to voluntarily participate in the EO 511 project. Your voluntary participation would give you access to all of the free training, assessment tools, informational resources, and guidance materials the Department of Labor Standards has developed for the project. The EO 511 method starts with an assessment of your current health and safety management, utilizing a joint labor-management committee approach, by looking at health and safety system elements for a set of serious worker hazards. The EO 511 process is intended to guide the way to identify realistic and sustainable steps forward in health and safety. EO 511 has been found by secretariats to be a valuable self-assessment process to identify areas of improvement for worker health and safety, and to provide a framework for making these improvements. The Advisory Committee will also provide injury and illness statistics to participating health and safety committees to help with targeted prevention efforts and prioritization of health and safety resources.

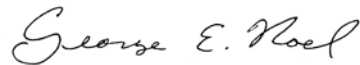


We encourage the voluntary participation of the University of Massachusetts, Dartmouth in the EO 511 effort to enhance occupational safety and health for all of your employees. If you would like to voluntarily participate, please contact the project lead, Hilary Hackbart of the Department of Labor Standards at 978-242-1354 for further information, to schedule an EO 511 training, or to obtain EO 511 materials.

Very truly yours,

A handwritten signature in cursive script that reads "Paul Dietl".

Paul Dietl  
Chief Human Resources Officer

A handwritten signature in cursive script that reads "George E. Noel".

George E. Noel  
Executive Office of Labor and Workforce  
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LT. GOVERNOR

JOANNE F. GOLDSTEIN  
SECRETARY

HEATHER E. ROWE  
DIRECTOR

January 31, 2012

Chancellor Martin T. Meehan, J.D., M.P.A.  
Office of the Chancellor  
University of Massachusetts, Lowell  
One University Avenue  
Lowell, MA 01854

Dear Chancellor Meehan:

Executive Order #511 (EO 511), "Establishing the Massachusetts Employee Safety and Health Advisory Committee," was signed on April 27, 2009, and the project is well underway across the Executive Branch. The project is an important initiative designed to:

- create a connected infrastructure and support system for workplace health and safety management led by a 13-member advisory committee and using health and safety committees as the foundation;
- assess current health and safety management in state workplaces, including evaluation of actual practices as well as injury and illness statistics, and
- identify and implement strategic, practical, and effective steps to improve state workplace health and safety.

The Executive Office of Education has indicated to us that the University of Massachusetts, Lowell is not formally participating in EO 511. We do not want you to miss the opportunity to use the EO 511 assessment process as a way to identify specific improvements to your health and safety management efforts to help create an even safer environment for your students and employees.

As co-chairs of the Massachusetts Employee Safety and Health Advisory Committee, we would like to offer you the opportunity to voluntarily participate in the EO 511 project. Your voluntary participation would give you access to all of the free training, assessment tools, informational resources, and guidance materials the Department of Labor Standards has developed for the project. The EO 511 method starts with an assessment of your current health and safety management, utilizing a joint labor-management committee approach, by looking at health and safety system elements for a set of serious worker hazards. The EO 511 process is intended to guide the way to identify realistic and sustainable steps forward in health and safety. EO 511 has been found by secretariats to be a valuable self-assessment process to identify areas of improvement for worker health and safety, and to provide a framework for making these improvements. The Advisory Committee will also provide injury and illness statistics to participating health and safety committees to help with targeted prevention efforts and prioritization of health and safety resources.

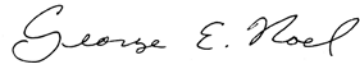


We encourage the voluntary participation of the University of Massachusetts, Lowell in the EO 511 effort to enhance occupational safety and health for all of your employees. If you would like to voluntarily participate, please contact the project lead, Hilary Hackbart of the Department of Labor Standards at 978-242-1354 for further information, to schedule an EO 511 training, or to obtain EO 511 materials.

Very truly yours,

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Paul Dietl  
Chief Human Resources Officer

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George E. Noel  
Executive Office of Labor and Workforce  
Development





THE COMMONWEALTH OF MASSACHUSETTS  
EXECUTIVE OFFICE OF LABOR AND WORKFORCE DEVELOPMENT  
DEPARTMENT OF LABOR STANDARDS

DEVAL L. PATRICK  
GOVERNOR

TIMOTHY P. MURRAY  
LT. GOVERNOR

JOANNE F. GOLDSTEIN  
SECRETARY

HEATHER E. ROWE  
DIRECTOR

January 31, 2012

John O'Brien, President & CEO  
Office of the President  
University of Massachusetts, Worcester Medical Center  
55 Lake Avenue South  
Worcester, MA 01655

Dr. Michael F. Collins, MD, FACP, Chancellor  
55 Lake Avenue North  
Suite S1-340  
Worcester, MA 01655

Dear President O'Brien and Chancellor Collins:

Executive Order #511 (EO 511), "Establishing the Massachusetts Employee Safety and Health Advisory Committee," was signed on April 27, 2009, and the project is well underway across the Executive Branch. The project is an important initiative designed to:

- create a connected infrastructure and support system for workplace health and safety management led by a 13-member advisory committee and using health and safety committees as the foundation;
- assess current health and safety management in state workplaces, including evaluation of actual practices as well as injury and illness statistics, and
- identify and implement strategic, practical, and effective steps to improve state workplace health and safety.

The Executive Office of Education has indicated to us that the University of Massachusetts, Worcester Medical Center is not formally participating in EO 511. We do not want you to miss the opportunity to use the EO 511 assessment process as a way to identify specific improvements to your health and safety management efforts to help create an even safer environment for your students and employees.

As co-chairs of the Massachusetts Employee Safety and Health Advisory Committee, we would like to offer you the opportunity to voluntarily participate in the EO 511 project. Your voluntary participation would give you access to all of the free training, assessment tools, informational resources, and guidance materials the Department of Labor Standards has developed for the project. The EO 511 method starts with an assessment of your current health and safety management, utilizing a joint labor-management committee approach, by looking at health and safety system elements for a set of serious worker hazards. The EO 511 process is intended to guide the way to identify realistic and sustainable steps forward in health and safety. EO 511 has been found by secretariats to be a valuable self-



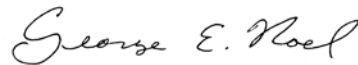
assessment process to identify areas of improvement for worker health and safety, and to provide a framework for making these improvements. The Advisory Committee will also provide injury and illness statistics to participating health and safety committees to help with targeted prevention efforts and prioritization of health and safety resources.

We encourage the voluntary participation of University of Massachusetts, Worcester Medical Center in the EO 511 effort to enhance occupational safety and health for all of your employees. If you would like to voluntarily participate, please contact the project lead, Hilary Hackbart of the Department of Labor Standards at 978-242-1354 for further information, to schedule an EO 511 training, or to obtain EO 511 materials.

Very truly yours,

A handwritten signature in cursive script that reads "Paul Dietl".

Paul Dietl  
Chief Human Resources Officer

A handwritten signature in cursive script that reads "George E. Noel".

George E. Noel  
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