2024-2025
Unit Annual Report
Division of Academic Affairs
Unit: Arts and Sciences

I Mission and Goal/Outcomes Statement:

The School of Arts & Sciences merges scholarship and professional practice in a wide range of innovative programs. Our faculty inspire students to think and communicate clearly, to recognize and value diverse perspectives, and to act creatively when addressing complex problems in their communities and beyond. We prepare students to navigate a world of rapid change, while developing a foundation for a meaningful life.

II Personnel:

Name **Position**

Hired:

- Justin Casinghino, Visiting Assistant Professor of Music (hired as TT effective Sept 1, 2025)
- Kenneth Mackie, Visiting Assistant Professor of Political Science
- Kyle Hull, Assistant Professor of Political Science (beginning Sept 1, 2025)
- Jason Flynn, Visiting Assistant Professor of Photography
- Stacy Peterson, Visiting Assistant Professor of Human Services (hired as TT effective Sept 1, 2025)
- Xiaoying Ming, Assistant Professor of Game Design (beginning Sept 1, 2025)
- Ola Wysocki, Police Academy Director

Retired (effective summer 2025):

- Randall Grometstein, Professor of Criminal Justice
- Jason Nwankwo, Professor of Sociology
- Petri Flint, Associate Professor of Studio Art
- Joshua Spero, Professor of Political Science

III Facilities/Equipment:

- Move of Music Technology Lab to larger classroom and coordinated purchase of Pearstone and Kopul cables and a Stereoswitcher
- Coordinated purchase of an equipment cart for the Music program; enlarger heads, camera lenses, darkroom contact printers, studio lighting equipment (Godox, Bown Mount Speed Rings, Mini Vagabond Battery Power Packs), and Speedlights for the Photography program; and an Aperture LED Strom Light for the Film/Video Program.
- Supplies to support Active Learning Classrooms
- Materials and honoraria for Hammond Art Gallery
- Arts and Sciences faculty and staff semester gatherings
- Administrative Assistant working luncheons

IV Budget Expenditure Analysis:

Money was spent as budgeted.

V Programs/Activities:

The dean's office supported the staffing of approximately 645 Arts and Sciences courses this year in the day program and 219 courses through SGOCE. The dean conducted faculty evaluations and participated in the successful extension or hire of one-year temporary faculty members (Political Science, Human Services, Music, Game Design, Photography, Studio Art) as well as the hire of a Tenure Track faculty member for Political Science, Studio Art, Music, and Human Services. Additional School programs and dean activities for 2024-2025 included:

Committees, Working Groups, Boards

- Dean of Business and Technology, Search Committee Member
- Director for Early College & Dual Enrollment, Search Committee Member
- Staff Associate for Human Resources, Interviewer
- University Protest and Demonstration Response and Safety Team
- JED Campus Taskforce Member
- AUC Curriculum Committee
- Program Area for General Education Program
- CTL Advisory Board
- Honors Advisory Council
- Corporate Engagement Working Group, Corporate/Community Partnership Development Subcommittee, Education Subcommittee
- Transfer Student Taskforce
- Global Ambassadors Scholarship Committee
- Deans' Anti-Racism Fund
- Center for Italian Culture Board Member
- Fitchburg Arts & Culture Economic Impact Committee Member
- Judge for Undergraduate Conference for Research and Creative Practice

Curriculum, Teaching, and Learning (highlights)

- **Curriculum Development & Changes**
  - Finance Major proposed (AUC 054)
    - Work on preparation of Finance LOI continuing through AY26
  - Allow students to take COMM 3760: Genres, Styles, and Movements more than once for credit (AUC 014)
  - Add COMM 3XXX: Photo Portfolio Development to photo concentration elective list (AUC 017) and photo minor list (AUC 018)
  - Add minimum grade requirement of 2.5 to HMSV 3610 (AUC 021)
  - COMM 3029: Writing the Series from the Film from the Film Video Concentration Phase II Specialized Electives Requirement list (AUC 024)
  - Update courses for Digital Media Innovation Major (AUC 058)

- Game Design Minor Changes (AUC 059)
- Add HIST 2141: Slavery in the Atlantic World to the AAST Minor (AUC 064)
- Adding options to English Studies Curriculum categories (AUC 081)
- IDIS 1250 as IDIS elective (AUC 084)
- ART 2215 for IDIS elective (AUC 085)
- ART 3700 for IDIS elective (AUC 086)
- Revisions to the International Business and Economics Concentration Curriculum (AUC 117)

- **New Courses**
  - COMM 2XXX: Intro to Video Editing (AUC 015)
  - COMM 3XXX: Photography Portfolio Development (AUC 019)
  - HMSV 1200: Global Caring and Sharing (AUC 022)
  - SOC 2XXX: Sociology of Firearms (AUC 025)
  - GAME 2075: Digital Character Sculpting (AUC 047)
  - FIN XXXX: Corporate Finance (AUC 051)
  - FIN 3XXX: Investments (AUC 052)
  - FIN 4XXX: Financial Statements Analysis (AUC 053)
  - SOC 3XXX: Social Research Methods (AUC 098)
  - MUSC 1050: Art of Video Game Music (AUC 109)
  - ITAL 1050: Eat, Speak, and Learn Italian (AUC 111)
  - ENGL 2340: Latin American Film and Literature (AUC 113)

- **Course/Program Removals**
  - COMM 2660: Photo Management (AUC 016)
  - MUSC 1300: Beginning Musical Instruction (AUC 032)
  - GAME 3075: Advanced Game Art (AUC 048)
  - SOC 2250: Cultural Anthropology (AUC 056)
  - SOC 2650: Sociology of Organizations (AUC 056)
  - SOC 3770: Women in American Society (AUC 056)
  - GAME 3003: Making Historical Games (AUC 070)
  - ENGL 1400: Introduction to Teaching English (AUC 080)
  - ENGL 2010: Introduction to Cultural Studies (AUC 080)
  - ENGL 2951: Grammar Dilemma (AUC 080)
  - ENGL 3035: Playwriting (AUC 080)
  - ENGL 3551: Mise en scene (AUC 080)
  - ENGL 4799: Digital Media Innovation Capstone (AUC 080)
  - ENGL 4800: Digital Media Innovation Capstone Fieldwork (AUC 080)
  - SPCH 3100: General Semantics (AUC 080)
  - HIST 1860: Introduction to Education (5-12) (AUC 119)

Transfer Pathways, Articulation Agreements, and Extended Campus Partnerships

- Mount Wachusett Community College's associate degree in Global Studies established as a linked MassTransfer program. Graduates of the program can transfer into any of the following programs:
  - B.S. Economics, B.A./B.S. English Studies, B.A./B.S. Geographic Science & Technology, B.A./B.S. History, and B.A./B.S. Political Science and other majors upon review
- Massasoit Community College's associate degree in Science Liberal Arts Studies – Health Sciences established as a linked program for MassTransfer. Graduates of this program will be admitted into our:
  - B.S. Interdisciplinary Studies and other majors depending upon electives taken
- Transfer articulation agreement developed between the Urban College of Boston's Associate of Arts in General Studies and the Fitchburg State B.S. in Interdisciplinary Studies
- Renewal of Mount Wachusett Community College articulation agreement for Biology, Chemistry, Liberal Arts & Sciences, Middle School, and Secondary Education
- Extended Campus partnership agreements created with:
  - The Examined Life: Greek Studies in the Schools
  - Davis Center for Russian and Eurasian Studies
- Extended Campus partnership discussions with:
  - Isabella Stewart Gardner Museum
  - Place-Based Boston

Research and Creative Activities (highlights)

- Dr. JJ Sylvia published his second ROTEL book, *Intro to Communication and Media Studies*
- Dr. Kisha Tracy's *Heritages of Change* was a finalist for a 2024 Open Education Global Award for Excellence in the category of Diversity, Equity, and Inclusion
- Dr. Wafa Unus was named a 2024 Faculty Champion by the Center for Community News for her work helping to forge a sustainable future for local news through university-led reporting programs
- Dr. Katharine Covino won the American Educational Studies Association (AESA) Critics' Choice Award for her co-edited volume The Intersections of Critical Pedagogy, Critical Literacy, and Social Justice: Toward Empowerment, Equity, and Education of Liberation
- Dr. Kisha Tracy received the 2024 Research for Justice and Equity Award from the Disability History Association for her winning project, "Medieval Heritage of the Marginalized"
- Dr. Amy McGlothlin co-wrote and published her first ROTEL book*, The Art of Music: Music Appreciation with an Equity Lens*
- Dr. Kisha Tracy delivered her Harrod Lecture, "Decolonizing the Study of Disability in the Middle Ages"

- Dr. Katharine Covino saw the publication of two coedited volumes investigating critical literacy: *The Intersections of Critical Pedagogy, Critical Literacy, and Social Justice: Toward Empowerment, Equity, and Education for Liberation* co-edited with Dr. Cara Mulcahy, and *Challenging Bias and Promoting Transformative Education in Public Schooling Through Critical Literacy* co-edited with Dr. Lyndsey Benharris
- Dr. Eric Budd (Economics, History and Political Science) gave a talk, and moderated a discussion, on U.S. Policy in the Middle East as part of the "Great Decisions" series at the Forbush Memorial Library in Westminster
- Dr. DeMisty Bellinger-Delfeld (English Studies) was on "The Fabulous 413" show, airing on NEPM, radio 88.5
- Dr. DeMisty Bellinger-Delfeld published her debut book of short stories, *All Daughters Are Awesome Everywhere*
- Dr. Patricia Arend (Behavioral Sciences) presented her Harrod Lecture "The Irresistible White Wedding:Cultural Capital, Homosociality, and Guilty Pleasures"
- “Paintings” by Professor Britton Snyder (Communications Media) featured in the *Three Stones Gallery*
- “Coastal Relics” by Professor Jon Krasner (Communications Media) on view at the *Barbara Crawford Gallery*
- Dr. Randall Grometstein (Behavioral Sciences) offered the Harrod Lecture, "A Natural History of Self-Control"
- Professor Sarah Bromberg (Humanities) presented a paper entitled "Nicholas of Lyra's Postilla (Commentary) Goes Into Print and Beyond, 1333-1686” at the Medieval Academy of America Conference at Harvard University
- Dr. Steven Edwards (English Studies) was named writer-in-residence for the Concord Free Public Library
- Dr. Joshua Spero (Economics, History and Political Science) published an article on "How the Poland and Ukraine Bridge Became Europe’s Defensive Backbone" in the online journal 19FortyFive, and will also present a version of it at the online Mackinder Forum
- Dr. J.J. Sylvia IV (Communications Media) and Professor Danielle Wigmore (Exercise and Sports Science) co-presented "AI and OER: Cultivating a Community of Practice at the Intersection of Artificial Intelligence and Open Educational Resources" at the AAC&U Forum on Digital Innovation. Dr. Sylvia will also present "Building Knowledge Together: Student Collaboration in Open Educational Resources" at the conference.
- Dr. Kisha Tracy (English Studies) will co-present as a plenary about her work with open educational resources and Remixing Open Textbooks Through an Equity Lens at the AAC&U Forum on Digital Innovation
- Dr. Teresa Fava Thomas (Economics, History and Political Science) presented a paper entitled "Under Fire and Underway: Under Fire and Underway: Memories of Crew and Command of the USS Reid at Pearl Harbor," to the New England History Association conference at Westfield State University

- Dr. Katherine Jewell (Economics History and Political Science) and Associate Professor Kevin McCarthy (Communications Media) presented at a plenary session at the recent Society for U.S. Intellectual History annual conference on history and podcasting
- Professor Jane Fiske (Humanities) performed at the Memorial Hall Museum's Music Room at a concert that featured the Fiske-Schilling Piano Duo and spotlighted women composers from the nineteenth and twentieth centuries, as well as video game music

Partnerships, Grants, and Outreach

- Participation in the visit by a delegation from Rhine-Waal University to explore expanded exchange opportunities for students in political science and economics
- Participated in discussions with Open Sky regarding the North Central MA Behavioral Health Center Pathway
- Suffolk Law First-Generation College Student Scholarship which guarantees at least $20,000 in aid to all incoming first-generation college students who start a JD program at Suffolk Law in 2024 and have received their undergraduate degree from Fitchburg State University
- Coordinated discussions with Dr. JJ Sylvia around the possibility of Fitchburg State hosting a replacement journal for the Journal of Posthumanism
- Participant at DHE SU SUCCESS community meeting
- Explored pipeline and partnership opportunities with Fresh Films and the Communications Media Department
- Participated in discussions regarding the Bureau of Justice Assistance FY25 Virtual Reality De-escalation Site-Based Initiative grant proposal
- Representative at Quinsigamond Community College Reverse College Fair
- Participated in the Studio Lab visit with Professor Mary Baker, Derry, NH

Professional Development

- We are the Leaders of our Time: Enacting our Values through Shared Equity Leadership, ACE Women's Network, Massachusetts 6/11/2024
- Reducing Points of Friction With AI: Making Institutional Processes More Accessible, Equitable and Efficient, Webinar 9/18/2024, Inside Higher Ed
- Eduventure Conference, Summer 2025
- HERC Webinar: What Matters Most: Insights from the 2024 Job Seeker Survey
- Attended virtual 20th Teaching and Learning Conference sponsored by Elon University
- 15th American Conference of Academic Deans Annual Dean's Institute, November 2024

Programming

- Theater performance of “American Underground” presented by Fitchburg State University’s Communications Media Department in association with the Ahmadiyya Muslim Community of Fitchburg
- Global Holiday Harmony concert featuring the Gateway City Orchestra with guest appearances from the Fitchburg State Concert Band, Fitchburg State Concert Choir and Nashoba Valley Chorale
- FSU Speaker Series: Dr. JJ Sylvia presented “Learning from WW2 Italian Era Anti-Fascist Rhetoric in the Age of Social Media”; Dr. Lilian Bobea (Behavioral Sciences) presented "Police Reforms and Citizen Security Policies in Latin America"; Professor Jeff Warmouth (Communications Media) presented "Natural Stupidity: A Manifesto"
- Community Read: Dr. Kisha Tracy presented “The Epic Story of Prosthetics”
- CIC Book Club: Rala Diakite led the discussion of *Mussolini’s Daughter*
- Staged readings of *The Widow Juliet* and *When You’re a Star* by Communications Media Department
- exhibit in the Hammond Hall Art Gallery by Keith Morris Washing entitled *“Within Our Gates: Site and Memory in the American Landscape”* whose large-scale landscapes depict lynching sites from across the United States
- exhibit in the Sanders Gallery by alum, Atom Moore ‘05, entitled *“Second Nature”* featuring unique art works of watches
- gallery exhibition of “We Are Not Okay," the thought-provoking woodcarvings of artist C.A. Stigliano
- campus Music Mega-Mix Concert featuring Community Orchestra, Concert Band, Chamber Choir, Concert Choir, and Modern Band
- Music Faculty Recital
- Conlon Hall Media Wall exhibition of “The Stream Series” by Hiroya Sakurai presented by the film and video concentration of Fitchburg State’s Communications Media Department, in collaboration with the Revolutions Per Minute Film Festival
- Coordinated RA and Diane Salvatore Undergraduate Creative Writing Prizes with DeMisty Bellinger-Delfeld and Office of Advancement to award $1000 prizes to five students
- Department of Economics, History, and Political Science sponsored an elections results party with the Student Government Association and the office of Student Development
- Dr. Paul Weizer coached the Fitchburg State team in the American Moot Court Association Eastern Regional tournament which he hosted at Fitchburg State
- Fitchburg State Concert Band and the Fitchburg State Concert Choir performed alongside the Gateway City Orchestra at their annual holiday concert, The Global Holiday Harmony concert
- Fitchbyrds Jazz Ensemble performance

- Choral Kaleidoscope performance joining the Fitchburg State Choirs with Leominster High School Chorus, Fitchburg High School Concert, Gardner High School Chorus, and members of the Wachusett Regional High School Chorus and Chorale
- Hosted a screening of FATV's new video documentary "A Walk Through Time: Fitchburg's Rock Walk," which uses historical images to complement a filmed presentation of the popular hike through the city with local historian Peter Capodagli. The documentary was edited by Fitchburg State Communications Media student Isaiah Manuel.
- Associate Professor Jessica Robey (Humanities) collaborated with the North County Land Trust to organize the art exhibition and symposium "On the Edge: Nature and Culture in a Time of Crisis."
- “Fitchburg Through Brush and Lens,” an exhibition at Gallery Marquee
- Collaborative programming focused on National Banned Book Week
- "Voting in America: The Process and its Importance" featuring voter registration tables and lightning talks involving faculty from education, EHPS, Behavioral Sciences, English Studies, our Dean of the Library, and Fitchburg city officials
- Assisted Office of Development with Peter Reynold visit
- Sponsored cross-school opening year social event

VI Action Plan for 2024-25:

Planned Initiatives for 2024-25	Associated Strategic Plan Goal & Strategy	Indicate if a DEI initiative
Continue work on Latin American Studies Major supported by AIF grant	Goal 1.3 Goal 1.4 Goal 2.1	X
Support work of developing an interdisciplinary Finance Major	Goal 1.3 Goal 1.4	
Continue to collaborate with academic departments to pursue curricular redesigns that differentiate the BA from the BS beyond the language requirement	Goal 1.1	
Continue work exploring an Interdisciplinary concentration in Sustainability Studies supported by an AIF grant	Goal 1.3 Goal 1.4 Goal 4.6	
Continue to collaborate with academic departments to undertake an evaluation of program course numbers to ensure numbers are consistently applied to indicate lower and upper-level courses	Goal 1.1 Goal 2.4	
Evaluate major requirements with programs to determine if more space can be created for electives	Goal 1.1 Goal 5.2	

Work with departments to develop strategies to increase diversity in faculty and staff, with support from Human Resources	Goal 4.1	X
Expand opportunities for student HIP	Goal 1.2	X
Support faculty teaching and scholarship	Goal 2.1 Goal 3.5 Goal 4.3 Goal 4.4 Goal 4.7	
Continue to explore new transfer and articulation agreements with Community Colleges	Goal 2.4	X
Continue discussions with high schools exploring credit for coursework with matriculation to Fitchburg State University	Goal 5.3	
Continued alignment of General Education with majors	Goal 1.1	
Work with departments and CPS to explore options for additional certificate programs	Goal 1.5 Goal 5.4	
Continue to support the development of new General Education courses, particularly integrative/high impact practice courses	Goal 1.1	
Continue to support diversity pedagogies and campus programing through the Deans' Anti-Racism Fund	Goal 1.4	X
Continue work with Communications Media and Humanities on renovation plans for Conlon and Kent	Goal 6.5	
Continue work on architectural plans for Black Box Theater on Main Street	Goal 1.2 Goal 3.6 Goal 6.5	
Continue to support AIF funded work on Supporting Education Justice in First Year Writing	Goal 2.1 Goal 2.2	X
Strengthen city and regional collaborations related to social and economic development through the Fitchburg Local Innovation Project	Goal 3.3 Goal 3.4	X
Explore models of Writing Centers	Goal 2.1 Goal 2.2	X
Work with World Language faculty to explore and develop processes to better place students in appropriate levels of foreign language	Goal 1.1	X
Strengthen regional collaborations in the Arts and Humanities with sister and 2-year campuses	Goal 3.6	X (perhaps)

Examine CLEP and Seal of Biliteracy credit policies.	Goal 1.1 Goal 2.4	X
Support work for Quinn Bill certification of MS in Criminal Justice program	Goal 1.5 Goal 5.4	
Continue work with other Deans, Institutional Research and Planning, and the Registrar on improving workload management	Goal 4.7	
Continue discussion with local agencies regarding internship placements for our students	Goal 1.4	
Support of Advancement Office work on Visiting Alumni, programming, and gifts.	Goal 6.4	
Expand and strengthen academic relationships with the Fitchburg Art Museum.	Goal 3.6	
Continue to explore opportunities for pipelines into graduate and undergraduate education with local organizations	Goal 1.5 Goal 5.3	
Expand faculty use of Active Learning Classrooms and work with Registrar to streamline process for room assignments	Goal 4.3 Goal 4.4	

VII Assessment Report for 2024-25

Planned Initiatives for 2024-25	Actions Taken
Continue work on Latin American Studies Major supported by AIF grant	Multiple meetings held with faculty working on the major. Initiated Eduventure program viability study to begin in the fall.
Support work of developing an interdisciplinary Finance Major	Proposal approved by AUC. Continuing work on LOI to be presented to BOT in the fall.
Continue to collaborate with academic departments to pursue curricular redesigns that differentiate the BA from the BS beyond the language requirement	Ongoing
Continue work exploring an Interdisciplinary concentration in Sustainability Studies supported by an AIF grant	Ongoing
Continue to collaborate with academic departments to undertake an evaluation of program course numbers to ensure numbers are consistently applied to indicate lower and upper-level courses	Renumbering of Music Area and English Studies courses were approved by AUC.

Evaluate major requirements with programs to determine if more space can be created for electives	Ongoing
Work with departments to develop strategies to increase diversity in faculty and staff, with support from Human Resources	Ongoing
Expand opportunities for student HIP	Ongoing
Support faculty teaching and scholarship	Continued to organize and support the use of the active learning classrooms. Service on the Center for Teaching and Learning Committee.
Continue to explore new transfer and articulation agreements with Community Colleges	Agreements listed in section V: Transfer Pathways, Articulation Agreements, and Extended Campus Partnerships
Continue discussions with high schools exploring credit for coursework with matriculation to Fitchburg State University	Ongoing
Continued Alignment of General Education with majors	Ongoing
Work with departments and CPS to explore options for additional certificate programs	Ongoing
Continue to support the development of new General Education courses, particularly integrative/high impact practice courses	Additional capstone and internship experiences approved by AUC. Continuing to explore relationships with local agencies.
Continue to support diversity pedagogies and campus programing through the Deans' Anti-Racism Fund	Three projects were funding this year. We will continue this initiative.
Continue work with Communications Media and Humanities on renovation plans for Conlon and Kent	Window project began at end of semester. Work expected to begin next year with Film/Video area.
Continue work on architectural plans for Black Box Theater on Main Street	This work was paused based on arrival of new president
Continue to support AIF funded work on Supporting Education Justice in First Year Writing	Met with faculty member throughout the year.
Strengthen city and regional collaborations related to social and economic development through the Fitchburg Local Innovation Project	Focus of the Economics faculty has been on the development of the new Finance Major.

Explore models of Writing Centers	Explored by faculty AIF work on Supporting Education Justice in First Year Writing
Work with World Language faculty to explore and develop processes to better place students in appropriate levels of foreign language	Dean organized spreadsheets based on registered students' high school language experience which was applied to faculty-developed criteria for placement.
Strengthen Regional collaborations in the Arts and Humanities with sister and 2-year campuses	Ongoing
Examine CLEP and Seal of Biliteracy credit policies	These policies will be explored over the summer with the hope of an AUC proposal by the end of next year
Support work for Quinn Bill certification of MS in Criminal Justice program	SGOCE created stipended project to address concerns from 2024 report. Program structure was adjusted to one program with two concentrations, a curriculum map was created, and assessment options were identified. Additional work is ongoing.
Continue work with other Deans, Institutional Research and Planning, and the Registrar on improving workload management	Still on hold
Continue discussion with local agencies regarding internship placements for our students	Ongoing
Support of Advancement Office work on Visiting Alumni, programming, and gifts.	Supported visits from Atom Moore, Peter Reynolds, and an anonymous donor. Oversaw judging process for RA Salvatore Creative Writing prizes.
Continue to explore opportunities for pipelines into graduate and undergraduate education with local organizations.	Detailed in section V: Partnerships, Grants, and Outreach.
Expand faculty use of Active Learning Classrooms and work with Registrar to streamline process for room assignments	53 classes were held in the active learning classrooms this year with schedule coordinated by the Dean of Arts and Sciences.

VIII Other Accomplishments:

Addressed in Programs/Activities above.

IX Action Plan 2025-2026:

Planned Initiatives for 2025-26	Associated Strategic Plan Goal & Strategy Or NECHE Projection	Indicate if a DEI initiative
Support new program proposal for interdisciplinary Finance Major	Goal 1.3 Goal 1.4	
Work with faculty on exploration of Latino/a/x and Latin American Studies Major	Goal 1.3 Goal 1.4 Goal 2.1	X
Explore new transfer and articulation agreements with Community Colleges	Goal 2.4	X
Collaborate with academic departments to pursue curricular redesigns that differentiate the BA from the BS	Goal 1.1 NECHE 1	
Collaborate with academic departments to undertake an evaluation of program course numbers to ensure numbers are consistently applied to indicated lower- and upper-level courses	Goal 1.1 Goal 2.4 NECHE 2	
Work with departments to develop strategies to increase diversity in faculty and staff, with support from Human Resources	Goal 4.1	X
Support faculty teaching and scholarship	Goal 2.1 Goal 3.5 Goal 4.3 Goal 4.4 Goal 4.7	
Explore new transfer and articulation agreements with Community Colleges	Goal 2.4	X
Continue discussions with high schools exploring credit for coursework with matriculation to Fitchburg State University	Goal 5.3	
Continued alignment of General Education with majors	Goal 1.1	
Work with departments and CPS to explore options for additional certificate programs	Goal 1.5 Goal 5.4	
Support the development of new General Education courses, particularly integrative/high impact practice courses	Goal 1.1	
Sfupport diversity pedagogies and campus programing through the Deans' Anti-Racism Fund	Goal 1.4	X

Continue work with Communications Media and Humanities on renovation plans for Conlon and Kent	Goal 6.5	
Strengthen city and regional collaborations	Goal 3.3 Goal 3.4	X
Work with World Language faculty to explore and develop processes to better place students in appropriate levels of foreign language	Goal 1.1	X
Strengthen regional collaborations in the Arts and Humanities with sister and 2-year campuses	Goal 3.6	X (perhaps)
Examine CLEP and Seal of Biliteracy credit policies.	Goal 1.1 Goal 2.4	X
Support work for Quinn Bill certification of MS in Criminal Justice program	Goal 1.5 Goal 5.4	
Work with other Deans, Institutional Research and Planning, and the Registrar on improving workload management	Goal 4.7	
Continue discussion with local agencies regarding internship placements for our students	Goal 1.4	
Support of Advancement Office work on Visiting Alumni, programming, and gifts.	Goal 6.4	
Expand and strengthen academic relationships with the Fitchburg Art Museum.	Goal 3.6	
Continue to explore opportunities for pipelines into graduate and undergraduate education with local organizations	Goal 1.5 Goal 5.3	
Expand faculty use of Active Learning Classrooms and work with Registrar to streamline process for room assignments. Identify additional classrooms for upgrades.	Goal 4.3 Goal 4.4	

X Reflection:

The School of Arts & Sciences had a dynamic year focused on faculty renewal, curricular innovation, community partnerships, and creative activity and scholarship. We made strategic hires focusing on programs with high needs, laid strong foundations for new academic programs, facility upgrades, transfer pathways, and student-centered learning, positioning ourselves well for continued progress in 2025–26.