**Unit Action Plan**

**2019-2020**

Division: **Academic Affairs**

Unit: **Arts & Sciences**

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| **Unit Mission:***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.* |

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| **Associated Strategic Plan Goal:****GOAL 1:** **STRENGTHEN ACADEMIC PROGRAMS** | **Goals/Outcomes: Prepare students for success in the workforce liberal arts and professional education (1A)****1A1**. Align Liberal A&S curriculum with skills valued in the workforce.**1A2.** Increase collaboration in academic programs through team teaching, learning communities, interdisciplinary course development, and research opportunities; support high-impact learning experiences. |
| **Objectives:**Collaborate to implement LA&S to stress a general education curriculum that supports major areas of study and professional/workplace skills. (1A1)Work with campus to integrate Institutional Learning Priorities as a framework for strategic planning (1A1-ish)Support team-teaching within and across Arts & Sciences (1A2)Develop academic programming for Criminal Justice LLC to increase student learning. | **Performance Measures/Targets:**Creation of mechanism for four areas related to the process of program implementation in 2021: curricular (course proposals), operational (coding, etc.), programmatic (aligning majors with general education), and pedagogic (teaching strategies). See ILPs through campus governance (AUC)Identify additional faculty pairs within A&S and/or with Business/ Technology to develop new, team-taught course combining humanities and technical disciplines.Successfully run CJ LLC in 2019-2020 and use assessment information as basis to begin conversations about developing a different residential community in the future, as 2019-2020 will be the last year of the CJ community. |

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| **Associated Strategic Plan Goal:****GOAL 1:** **STRENGTHEN ACADEMIC PROGRAMS**  | **Goals/Outcomes: Develop new, flexible curricular models to serve the needs of a changing student population (1B)**

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| 1B3: Create new undergraduate evening and one new undergraduate day degree programs1B5. Focus on transfer student recruitment and reverse transfer policies toensure that more students complete degrees. |

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| **Objectives:**Work collaboratively with chairs and faculty to define what a BA (and, by extension, BS) is at Fitchburg State, articulating what these degrees should be for 21st-century learners, citizens, and workforce (1B3-ish)Conduct research/best practices for design of new interdisciplinary degree program blending Humanities and technological/applicable skills (1B3) Revise interdisciplinary Arts and Humanities majors in relation to Theatre Block initiative and explore transfer agreements with the Mount in Arts and Humanities into revised majors (1B3)Work with Communications Media department to ease transfer challenges for students entering Game and Comm Media programs (1B5) | **Performance Measures/Targets:** Prepare a general document for discussion at the campus level geared toward developing distinctive baccalaureate degree programs (BA vs BS) Work internally with Arts & Sciences departments and collaboratively with other Schools on campus, potentially in a joint venture with CS or other, to develop a Digital Humanities or Creativity major (1B3)See revised IDIS majors through governance and develop formal 2+2 agreement with the MountGoal is to widen list of transferable courses to meet curricular goals within Comm Media |

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| **Associated Strategic Plan Goal:****GOAL 1:** **STRENGTHEN ACADEMIC PROGRAMS**  | **Goals/Outcomes: Make innovative use of developing technologies****appropriate for students of the 21st century (1C)**

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| 1C1. Encourage a culture of experimentation and innovation with instructionaltechnologies through operational and structural improvements and academic initiatives. |

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| **Objectives:**Collaborate with School of Business/Technology on research and development of joint course models. Expand culture and funding for digitally-enhanced work- (including space) for faculty research and student learning (1C1)Expand MA State System Collaborative Language Program (1C1) | **Performance Measures/Targets:**One concrete idea for a joint course by the end of the academic year. Work with CPM, PVAA, Library, and departments to provide a digital learning studio as well as active learning classroom space by end of 2019-2020; build upon work from last year in developing a Digital Humanities initiative; support Faculty Coordinator position (APR), with web-based repository of faculty workContinue to deliver Arabic and Italian, receive Chinese, and add at least one new delivery site and language exchange in the current academic year.  |

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| **Associated Strategic Plan Goal:****GOAL 1:** **STRENGTHEN ACADEMIC PROGRAMS**  | **Goals/Outcomes: Enhance and affirm student, faculty, and staff diversity as central to the Fitchburg State experience (1D)**

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| 1D1. Initiate a process to identify appropriate, feasible methods for faculty andstaff hiring and student recruitment from underrepresented groups; adoptappropriate implementation strategies to increase faculty, staff and studentdiversity and retention. |
| 1D2. Identify and support appropriate and ongoing efforts to further developmulti-cultural competencies in students, faculty, and staff.1D4. Increase opportunities for study abroad partnerships, faculty exchangesand trips. |
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| **Objectives:**Continue supporting the recruitment of faculty from diverse and traditionally underrepresented backgrounds in the recruitment and retention process (1D1)Support expanding activities of the Heritage Language & Culture Alliance, under the auspices of the Crocker Center on related programing (1D2; 1D6)Explore collaborations with Spanish-language faculty, CPS, and community constituents on desirability of a certificate in Spanish for the professions Leverage contacts in Italy for faculty and/or student exchange (1D3 & 1D4) | **Performance Measures/Targets:**As Arts & Sciences has done in the past two years, continue increasing the gender diversity in those programs that have historically lacked it.Successful development of a Summer Intensive English Program for English Language Learners and Middle School Young Falcon’s Camp (4-day camps during February and April school breaks By end of year, have sufficient information to pursue development of pilot program Develop relationship with the University of Florence to begin dialogue about faculty and student exchange |

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| **Associated Strategic Plan Goal:****GOAL 2:** **PROMOTE STUDENT SUCCESS BY BREAKING DOWN BARRIERS** | **Goals/Outcomes: Evaluate obstacles to retention and completion through the analysis of student data and the creation of campaigns to address identified barriers (2A)**

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| 2A3. Explore the use of professional advising to build a foundation of student success. |

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| **Objectives:**Explore expanded use of professional advising for large programs (2A3) | **Performance Measures/Targets:**Work with Student Success center for advising of CJ and Police Program students |

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| A**ssociated Strategic Plan Goal:****GOAL 2:** **PROMOTE STUDENT SUCCESS BY BREAKING DOWN BARRIERS** | **Goals/Outcomes: Expand the use of high-impact practices (2B)**

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| **2B1.** Develop a freshman year experience proposal to be presented to the AUCin the fall of 2016.**2B2.** Bring cohesion to all academic programs by requiring a senior capstoneexperience, portfolio, or internship to align with workforce values.**2B3.** Increase opportunities for community-based student research, service learning, and community-based learning and develop a central university point of contact for internships under the expanded mission of the Crocker Center for Civic Engagement. |
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| **Objectives:**Work within Academic Affairs to expand FYE offerings as a foundational component of LA&S (2B1-ish)Map all A&S curricula for parity with regard to capstone experiences (whether portfolio, internship, or seminar).Map all experiential learning/service-learning/internship requirements and sites; also develop marketing materials based on ‘applied learning’ as a distinction of an FSU degree.. | **Performance Measures/Targets:**As last year, oversee the development of two additional FYE sections from Arts & Sciences in 2019-2020 (2B1-ish)Work with one remaining department in Arts & Sciences to plan intentional culminating experience for their program. Develop new community-based academic projects in the Economics, Professional Writing, Art/Music/Theater programs, in collaboration with Crocker Center and various downtown-related to community development initiatives (including but not limited to Theatre Block). Work with Marketing to capture what students *DO* for recruitment events. |

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| **Associated Strategic Plan Goal:****GOAL 2:** **PROMOTE STUDENT SUCCESS BY BREAKING DOWN BARRIERS** | **Goals/Outcomes: Ensure student support services are adequate to meet the needs of our current and future students (2C)****2C3.** Provide specific training for faculty and staff regarding the needs of diverse student populations with an eye toward creating a safe and accepting campus community for all, including… differentiated instruction, English Language Learners and cultural awareness |
| **Objectives:**Build productive collaboration between the Student Success office (Tutoring Center, Academic Coaches), the English Studies and other departments across campus for university-wide support in writing (2C)Collaborate with the CTL and the Heritage Language & Culture Alliance, including programing that aligns with the goals of 2C3 | **Performance Measures/Targets:**Refine Writing Associates program or develop planning document for campus Writing Center to address needs for writing support across campus by end of 2019-2020 academic yearCollaboratively develop faculty development programing in Inclusive Excellence, building a community of practice, differentiated instruction, cultural awareness |

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| **Associated Strategic Plan Goal:****GOAL 3:****BUILD A UNIVERSITY COMMUNITY THAT EMBRACES CIVIC AND GLOBAL RESPONSIBILITY** | **Goals/Outcomes: Collaborate and align with local business, industry, educational, extended campus, and cultural partners on community-based projects and internships (3A)**

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| **3A1.** Support educational initiatives that extend and apply civic learning to regional, national and international settings.**3A2**. Enhance efforts by faculty, staff and administration to use knowledge and expertise in community service to appropriate regional partners.3A3. Develop strategies to increase and coordinate community partnerships and alumni capacities…to provide structure and capacity for civic learning, internships, and career development. |
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| **Objectives:**Strengthen & expand existing community partnerships that provide internship and/or community-learning opportunities for Arts & Sciences students (3A1, 3A3)Promote faculty and administration expertise in community service to appropriate regional partners. (3A2)  | **Performance Measures/Targets:**Deepen existing partnerships with the FAM, the Historical Society, area social service agencies, police departments, Washington Center, and other agencies to expand placements for experiential learning by at least two additional sitesDevelop new community-based academic projects in the Economics, Professional Writing, Art/Music/Theater programs, in collaboration with the Crocker Center and the various downtown related to community development initiatives (including but not limited to the Theatre Block and Freedom’s Way Heritage Area). |

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| **Associated Strategic Plan Goal:****GOAL 3:** **BUILD A UNIVERSITY COMMUNITY THAT EMBRACES CIVIC AND GLOBAL RESPONSIBILITY** | **Goals/Outcomes**: **Promote the economic, social, and cultural health and development of the City of Fitchburg and the region. (3B)**3B3. Promote the City of Fitchburg’s designation as a cultural arts district.3B5. Establish goals and clear procedures for welcoming community members to university facilities and cultural events. |
| **Objectives:**Participate in development of the Theatre block, Reimagine North of Main, Creative Spark Studio, Innovation Field Lab/Town/Gown MOU, and related downtown initiatives (3B3) | **Performance Measures/Targets:**Provide academic programming vision for the Theatre Block and the Fitchburg Art Museum, provide high-impact internship and other learning opportunities in Economics, Professional Writing, Art/Music/Theatre programs. Increase participation in the Community Music Lesson Program, Community Orchestra, Community Band; ensure lively use of the Game Studio; leverage Ideas Lab for at least one interdisciplinary project involving Arts & Science faculty.  |

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| **Associated Strategic Plan Goal:****GOAL 4:** **GROW AND STRATEGICALLY ALIGN FITCHBURG STATE'S RESOURCES** | **Goals/Outcomes: Consistent with the academic and intellectual** **aspirations of Goal 1, pursue opportunities to increase existing** **revenue and identify new revenue streams, including new program development, recruitment, retention, and overall enrollment strategies**. **(4A)**

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| **4A2.** Review graduate, undergraduate day, and evening offerings to determine appropriate expansion as well as consolidation. |

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| **Objectives:**Work with GCE and chairs to assess status of A&S programs in relation to university mission and growth strategy (4A2) | **Performance Measures/Targets:**Particular focus at graduate level on English MA and MAT, with eye to repackaging degree for broader appeal; launch of fully online MS CJ program; explore online graduate program development in MPA and a field related to Arts Management (in alignment with Theatre Block initiative) |

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| **Associated Strategic Plan Goal:****GOAL 4:** **GROW AND STRATEGICALLY ALIGN FITCHBURG STATE'S RESOURCES** | **Goals/Outcomes: Centralize and revitalize the marketing operations of the university (4B)****4B2**. Conduct an audit of current marketing and communications procedures to identify challenges, deficiencies, and redundancies in the current system. |
| **Objectives:**Work with Marketing and Admissions on marketing and communication efforts for Arts & SciencesRefine and embellish Arts & Sciences website | **Performance Measures/Targets:**Increase visual presence of Arts & Sciences student and faculty activities and achievements in University marketing platforms (Open Houses, Future Falcon Days, Alumni magazines, campus brochures, websites, social media). |

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| **Associated Strategic Plan Goal:****GOAL 4: GROW AND STRATEGICALLY ALIGN FITCHBURG STATE'S RESOURCES** | **Goals/Outcomes: Increase the financial resources available to the university through philanthropy, both to support Strategic Plan initiatives and to strengthen our financial position. (4C)****4C1.** Identify specific multi-year fundraising targets for endowment growth for endowed scholarships, faculty and program support, facilities and capital investment, unrestricted giving, and donor acquisition and retention.4C2. Increase funding for scholarships, academic programs, and student support initiatives through foundation monies to align fundraising priorities with the Strategic Plan. |
| **Objectives:**Increase network of supporters of university for faculty and program supportConduct Strategic Planning of CIC board to foreground academic vision and impact of Center while increasing its financial base (4C1)Increase funding for Digital Humanities initiative on campus  | **Performance Measures/Targets:**With VP for Advancement, VPAA, and fellow deans, create Deans’ Roundtable for friend-raising.Refine academic vision and function of the CIC to increase faculty research and development related to CIC mission, increase student participation in CIC-supported activities; increase community collaboration around CIC-supported activities; increase campus and community visibility of CIC-supported activities; and leverage the board as a fundraising entity.Successful submission of related federal grant by end of 2019-20 academic year |