

**Unit Action Plan
2018-2019**

Division: Academic Affairs
Unit: Arts & Sciences

Unit Mission:

DRAFT: The Division of Arts & Sciences provides an environment of intellectual curiosity, fostering professional development through academic programs in the arts, humanities, social sciences, and interdisciplinary studies. The Division challenges students to think and communicate clearly and independently, to act creatively, to recognize and value diverse perspectives, to cross disciplinary boundaries in solving problems – in short, to acquire the knowledge and transferable skills that are needed to adapt to challenges and succeed intellectually, professionally, and personally. Blending theory and practice in a wide range of exciting programs, the Division prepares students to navigate a world of complexity and change while developing the foundation for a meaningful life.

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.

1A3. Enhance mentoring by student peers, alumni, staff, and faculty with training and support to enhance connectivity, communication, and effectiveness.

1A4. Review alternate assignment course release time awards with an eye toward increasing awards for scholarly and creative activity in comparison to administrative activities.

Objectives:	Performance Measures/Targets:
<p>See LA&S through governance to stress a general education curriculum that supports major areas of study and professional/workplace skills. (1A1)</p>	<p>AUC vote by end of 2018-2019</p>
<p>Integrate Institutional Learning Priorities as a framework for LA&S and other campus programs. (1A1-ish)</p>	<p>AUC acceptance/vote by end of 2018-2019</p>
<p>Explore Learning Outcomes-based ways of enhancing students' mastery of skills, such as global understanding. (1A1)</p>	<p>Explore creation of self-directed courses of study open to all students to hone, for example, their global citizenship, building off of LA&S global course + global courses at 3000/4000 level, in at least two different programs, and pairing them with hands-on experience (i.e. service learning, clinical placement, faculty/student collaborative research, study abroad), as a credential on the transcript.</p>
<p>Support team-teaching within and across Arts & Sciences Division (1A2)</p>	<p>Identify additional faculty pairs – one within A&S and/or one with Business/Technology – to develop new, team-taught course.</p>
<p>Develop intentional LLC to integrate academic programming that increases student and faculty collaboration; work with Admissions on use of LLC in recruitment (1A2)</p>	<p>Successfully run and evaluate CJ LLC in 2018-2019 and use assessment information to improve program delivery for next year. Increase student participation for 2019-2020.</p>
<p>Boost use of SSC among faculty advisors in all A&S programs (1A3)</p>	<p>Demonstrate use of SSC by every department in A&S for advising and increase use of SSC's Institutional Reports by end of academic year.</p>
<p>Foster student-alumni connection to develop and nurture an alumni mentoring program. (1A3)</p>	<p>Run successful pilot Alumni Engagement panel with Communications Media as basis for developing a broader alumni mentoring program in other majors.</p>
<p>Explore student/faculty collaborative research APR (1A4)</p>	<p>Explore faculty/FAM collaborative project with CIC funding (1A4)</p>

<p>Associated Strategic Plan Goal:</p> <p>GOAL 1:</p> <p>STRENGTHEN ACADEMIC PROGRAMS</p>	<p>Goals/Outcomes: Develop new, flexible curricular models to serve the needs of a changing student population (1B)</p> <p>1B2. Create accelerated, 4+1 bachelor-to-master's-degree programs.</p> <p>1B3: Create at least one new undergraduate evening and one new undergraduate day degree program.</p> <p>1B4. Create new early acceptance programs to graduate school.</p> <p>1B5. Focus on transfer student recruitment and reverse transfer policies to ensure that more students complete degrees.</p>
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<p>Objectives:</p> <p>Iron out existing 4+ 1 Police Program/Academy (1B2)</p> <p>Clarify, research, support development of distinctive baccalaureate degrees (BA vs BS) (1B3-ish)</p> <p>Conduct research/best practices for design of new interdisciplinary degree program in Creativity or Creativity & Innovation, (1B3)</p> <p>Strengthen graduate programs</p> <p>Evaluate transfer policies in Communication Media to reduce barriers for students in Graphic Design and Film/Video (1B5)</p> <p>Work with Human Services program and BHE on Mass Transfer Pathway for Social Work/Human Services (1B5)</p>	<p>Performance Measures/Targets:</p> <p>Complete curricular review, including evaluation of MS; decide on future design of program with MPTC by end of 2018-19 academic year</p> <p>Identify faculty group and work collaboratively to support generation of a research-based report by end of 2018-2019 academic year</p> <p>Work with Humanities Department collaboratively with other units on campus, potentially involving joint ventures with CS or other (1B3)</p> <p>Work with GCE and departments to evaluate and establish enrollment targets for English MA, MAT and History MA programs; explore collaborative graduate certificate programs with sister campuses in areas of civic interest (i.e. Social Justice or Women's Studies) (1B3)</p> <p>Add at least one additional course for transfer acceptance.</p> <p>Collaborate with state colleagues within timeframe established by BHE</p>
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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)

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

Objectives:

Collaborate with Division of Business/Technology on research and development of joint course models (CS+X) (1C1)

Expand MA State System Collaborative Language Program (1C1)

Encourage expanded use of augmented reality technology in interdisciplinary courses

Explore creation and funding for collaborative initiative in the Digital Humanities on campus

Performance Measures/Targets:

One concrete idea for a joint course by the end of the academic year.

Continue to deliver Arabic and Italian, receive Chinese, and add at least one delivery site in the current academic year.

Offer team-taught course between Comm Media and History

Conduct workshops for faculty and write NEH planning grant for interdisciplinary Digital Humanities initiative on campus

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)

- 1D1. Initiate a process to identify appropriate, feasible methods for faculty and staff hiring and student recruitment from underrepresented groups; adopt appropriate implementation strategies to increase faculty, staff and student diversity and retention..
- 1D2. Identify and support appropriate and ongoing efforts to further develop multi-cultural competencies in students, faculty, and staff.
- 1D4. Increase opportunities for study abroad partnerships, faculty exchanges and trips.
- 1D6. Increase the six-year graduation rate of Hispanic students to halve the current achievement gap.

Objectives:

Continue pattern established in prior year of supporting faculty from diverse and traditionally underrepresented backgrounds in the recruitment and retention process for five new Arts & Sciences faculty members(1D1)

Support development and launch of the Heritage Language Program and work with CTL on related programming (1D2; 1D6)

Work with OIE and the AVP for Academic Affairs to streamline planning process for faculty-led study abroad programs, encourage the development of new programs, and increase accountability for existing programs. (1D4)

Leverage contacts in Italy for faculty and/or student exchange (1D3 & 1D4)

Performance Measures/Targets:

Collaborate with colleagues to develop programming that will strengthen the campus' ability to serve populations that speak a language other than English and support the development of at least one Inclusive Excellence pedagogy workshop as faculty development initiative

Recruit faculty to participate in AUIA; formalize rotating basis of Arts & Sciences programs in Europe (Poland, Italy, Scotland, England) and Asia (Japan); develop one new program for faculty and/or student exchange. Also work with OIE to have returning students draw on experience abroad to recruit for upcoming study abroad programs

Establish a university contact to begin dialogue about faculty exchange

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)

2A1. Effectively use data from the Student Success Collaborative (SSC) to identify opportunities to break down barriers to student success.

2A2. Continue to refine the approach to remedial education to reduce the need for, and time spent in, courses which do not count toward graduation.

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

2A4. Build on and expand our current practice of “proactive advising” to increase student success based on data-driven target population.

2A5. As a result of the above actions, we plan to reach and maintain a retention rate of 80%.

2A6. As a result of the above actions, we plan to increase our overall six-year graduation rate by 5%.

Objectives:

Increase faculty use of SSC for advising and institutional reports (2A1)

Examine both the placement process for Basic Writing and the evaluation of student performance within remedial writing and the first credit-bearing writing course (2A2)

Performance Measures/Targets:

Show 10% increase by the end of the academic year.

Develop alternative model for placement in Writing classes (either GPA + SAT and/or GPA + home-grown writing sample)

Consider co-curricular pilot model with Writing I for implementation in fall 2019 (2A2)

Together, these strategies can contribute to reaching and maintaining retention rate of 80% (2A5) and to increasing our overall six-year graduation rate (2A6)

Explore expanded use of professional advising for large programs
(2A3)

Contribute to reaching and maintaining a retention rate of 80%. (2A5)

Work with Student Success center and program for advising of CJ and
Police Program students

Leverage the CJ LLC as a contributor to retention in that program

Associated Strategic Plan Goal:

GOAL 2:

PROMOTE STUDENT SUCCESS BY BREAKING DOWN BARRIERS

Goals/Outcomes: Expand the use of high-impact practices (2B)

2B1. Develop a freshman year experience proposal to be presented to the AUC in the fall of 2016.

2B2. Bring cohesion to all academic programs by requiring a senior capstone experience, 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.

Objectives:

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) and put pieces in place for development of culminating experiences where they are lacking.

Map all experiential learning/service-learning/internship requirements and sites to develop expanded plan going forward.

Performance Measures/Targets:

Oversee development of at least two additional FYE sections from Arts & Sciences. (2B1-ish)

Complete map by end of 2018-29 academic year and have conversation with departments for planning culminating experiences where none exist.

Specifically, develop new community-based academic projects in the Economics, Professional Writing, CIC/FAM

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:

Clarify relationship between Student Success office and tutoring center and English Studies department for campus-wide support in writing (2C)

Collaborate for the future direction of the CTL and the HLP, 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 2018-2019 academic year

Collaboratively develop intentional programing in Inclusive Excellence, building a community of practice, differentiated instruction, cultural awareness

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)

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.

Objectives:

Expand existing community partnerships that provide internship and/or community-learning opportunities for Arts & Sciences students (3A1)

Explore international civic learning opportunities

Performance Measures/Targets:

Deepen existing partnerships (i.e., FAM, Historical Society, area social service agencies, police departments, Washington Center, etc.) and expand placements for experiential learning by at least two additional sites.

Look for one international site to expand existing regional/national augmented reality public history collaborative projects

Establish contact at University of Venice to develop possible faculty exchange opportunity in Italy

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 and Reimagine North of Main! (3B3)

Unveil virtual campus tour & signage (3B5)

Focus on Kent and Weston Auditoriums as venues for campus/community events (3B5).

Performance Measures/Targets:

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. (Eager to have opportunity to learn from campus leadership of the university's involvement thus far in this initiative.....)

Successful & complete installation of signs & website by end of 2018-2019 academic year

Develop list of goals for upgrading signage and beautification of these places that function as "front porches" to the community (i.e. upcoming site of Congressional District Debate); identify ways these public spaces can better convey the destination impression the campus hopes to convey.

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)

4A1. Identify specific multi-year enrollment targets for all student populations, which will provide sufficient funding to meet the needs of the university.

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

4A5. Consider the implementation of differential fee structures for high-cost, high-demand courses and programs.

Objectives:

Work with GCE and chairs to benchmark enrollment goals for summer, to run on a program-revenue basis. (4A1)

Work with Gray & Associates data, GCE and chairs to assess status of A&S programs in relation to university mission and growth strategy, (4A2)

With evaluation of pre-major model for Police Program, consider cost structure (4A5)

Performance Measures/Targets:

Identify slate of summer courses in time for December 1 scheduling deadline.

Particular focus at graduate level on English MA and MAT, History MA and MAT with eye to repackaging degree for broader appeal

Decision by end of spring 2019 (in advance of renewal of MOU)

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)

4B1. Collaborate with a central decision maker to lead all marketing & communication efforts at the university.

4B2. Conduct an audit of current marketing and communications procedures to identify challenges, deficiencies, and redundancies in the current system.

Objectives:

Work with IMC and Admissions on marketing and communication efforts for Arts & Sciences

Refine 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).

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:

Work with CIC board to maintain existing funding level while increasing academic impact of endowment (4C1)

Increase funding for Digital Humanities initiative on campus as well as Theatre Block funding

Performance Measures/Targets:

Increased student participation in CIC-supported activities; increased faculty/community collaboration around CIC-supported activities; increased campus and community visibility of CIC-supported activities

Successful submission of NEH federal grants for both areas, the latter by May 2019