

GOAL 1. STRENGTHEN ACADEMIC PROGRAMS	
<p>We support our campus-wide emphasis on providing and communicating clear pathways to student retention and graduation through the analysis of student success data, the commitment to ongoing curricular development, the provision of comprehensive academic support services, and the utilization of proactive advising. We explore alternative pathways to degree completion by considering new and more flexible options for course delivery, including accelerated courses as well as online and hybrid learning and additional</p>	
Relevant Actions Implemented	
Objective 1A: Prepare students for success in the workforce through a university education, which combines a liberal arts education	
<p>Upon review of the 2014-2015 LAS Self-Study, the LA&S Council determined that the general education curriculum would be revised; feedback was gathered and a team of six faculty and administrators attended the AAC&U Institute on General Education and Assessment.</p>	
<p>The Center for Teaching and Learning held numerous sessions on high-impact learning.</p>	
<p>Established the Interdisciplinary Team Teaching Working Group.</p>	
<p>Established the IDIS Coordinator position.</p>	
<p>The Center for Teaching and Learning (CTL) hosted several workshops on interdisciplinary team teaching.</p>	
<p>Received \$40,000 grant from The National Endowment for the Humanities-Office of Digital Humanities-Digital Humanities Start-up Fund.</p>	
<p>STEM Summit held to discuss mathematics as possible roadblock to the sciences.</p>	
<p>Faculty Learning Community created in the HNS Division</p>	
<p>The Institutional Biosafety Policy was approved and implemented. Practices of the Institutional Animal Care and Use Committee and the Institutional Review Board were strengthened.</p>	
<p>Developed two new interdisciplinary courses: Cyber Security and Consciousness.</p>	
<p>Submitted grant application to the Lloyd G. Balfour Foundation in support of the FSU Student-Faculty Collaborative Summer Research Experience.</p>	
<p>Developed a cohort advising model for Chemistry majors</p>	
<p>Funded one additional course release for scholarly activity</p>	
Objective 1B: Develop new, flexible curricular models to serve the needs of a changing student population.	

Identified programs for the new Commonwealth Commitment (2+2) Program.	
Accepted first class into the new BS/MS in Criminal Justice/Police Certification (4 + 1) Program.	
Created a new Birth to 8 concentration under the B.S. in Early Childhood Education program.	
Signed BS/JD (3 + 3) Articulation Agreement with Massachusetts School of Law.	
Continue support of existing BS/JD (3 + 3) Articulation Agreement with UMass Dartmouth School of Law and Admissions Agreement	
Revised RN-BSN transfer policy to allow for 88 credits in transfer.	
Within the Admissions Office, revised the open house and acceptance events to better serve transfer students, revised the role of the MassTransfer Coordinator and held transfer acceptance days at community colleges	
Objective 1C: Make innovative use of developing technologies appropriate for students of the 21st century.	
Education Department received grant funding to pilot Teach Live Technology©.	
Offered two foreign language courses in collaboration with MA Maritime Academy via Teach Live Technology©	
Offered numerous technology classes through the CTL.	
Provided Special Projects Grants for faculty willing to use Open Resource at no cost to students.	
Objective 1D: Enhance and affirm student, faculty, and staff diversity as central to the Fitchburg State experience. Experiencing diversity expands perspectives, contributes to multicultural competence, and becomes a key element in attracting and retaining students, faculty, and staff.	
Expanded hiring policy to include international candidates.	
Renewed partnerships with FHS and Sizer School to facilitate enrollment of underrepresented students.	
Received Community Foundation Grant to provide scholarships for underrepresented groups to attend our Summer Bridge Program.	
Created “Cultural Competency for Educators”, a one-credit graduate level professional development course which was offered at no charge to faculty and Prek-12 partners via a TESEL grant.	
Developed new exchange agreement with Yamaguchi University in Japan.	
Signed Affiliation Agreement with Assumption College to allow Fitchburg State students to participate in their Rome study abroad program.	
Developed new faculty-led study abroad programs in Kleve, Germany; Krakow, Poland; and Tokyo, Japan.	
Hosted Professor of Game Design from Stuttgart, Germany who presented a series of workshops.	

GOAL 2: PROMOTE STUDENT SUCCESS BY BREAKING DOWN BARRIERS	
Goal two focuses on promoting student success by breaking down barriers to degree completion. We evaluate obstacles to retention and completion. We coordinate, develop and communicate initiatives to improve student retention and completion using data to	
Objective 2A: Evaluate obstacles to retention and completion through the analysis of student data and the creation of campaigns to	
Validated and built to FSU specifications the SSC advising platform and two iterations of predictive workbooks.	
Developed framework for identifying Success Markers	
Collaborated with eight academic departments on interpretation and utilization of data and advising platform.	
Established Faculty Data Advisory Group.	
Released predictive workbooks to deans and department chairs.	
Launched advising platform to faculty and select staff in January, with 40% utilization achieved during spring advising period.	
Used SSC data to inform three AUC proposals and the 15-credit pre-registration policy.	
Disseminated DFW and credit accumulation data to all academic departments.	
Distributed SSC data to departments undergoing program reviews in AY 16-17.	
Provided stop-out data from SSC and the Clearinghouse to academic departments.	
Completed two SSC advising campaigns.	
Held STEM Summit to explore potential barriers that mathematics courses pose to progression in the science majors.	
The Mathematics Department explored the development of a quantitative reasoning course to replace Basic Math.	
Conducted Math Placement Pilot which placed students directly into a co-requisite model of Applied Statistics based upon high school GPA.	
Continued use of STEM AIMS.	
GCE established Inactive Student Outreach program to increase retention and completion rates.	
Hired Recruitment and Retention Specialist in GCE	
Objective 2B: Expand the use of high-impact practices, which break down barriers to student success.	
The development of an FYE was identified as an RFY Strategy	

The LA&S Council considered FYE as part program revision.	
LA&S Council considered culminating senior experience as part of program revision.	
Collaborated with LifeCare Centers of America to develop a music therapy service learning program.	
Designated the Crocker Center coordinator as the internship contact and established grant monies for students for community-based work opportunities.	
Objective 2C: Ensure student support services are adequate to meet the needs of our current and future students.	
<p>GOAL 3: BUILD A UNIVERSITY COMMUNITY THAT EMBRACES CIVIC AND GLOBAL RESPONSIBILITY</p> <p>The viability of the university is inextricably linked to the economic health and development of the city and the region. Accordingly, we are committed to high-impact practices such as service learning and internship opportunities, which have proven to be impactful to current students, supportive of the local and regional economy, and important as recruiting tools.</p>	
Objective 3A: Collaborate and align with local business, industry, educational, extended campus, and cultural partners on community-	
Identified Civic Engagement courses based on DHE rubrics.	
LA&S Council considered civic learning as part of program revision.	
Participated in community reading at local schools.	
Incorporated alumni into departmental and orientation events.	
Objective 3B: Promote the economic, social, and cultural health and development of the City of Fitchburg and the region.	
Downtown location identified for entrepreneurship center.	
Entered into partnership to create child care center near the University.	
Signed MOU with Fitchburg Art Museum.	
<p>GOAL 4. GROW AND STRATEGICALLY ALIGN FITCHBURG STATE'S RESOURCES</p> <p>Fitchburg State University's effectiveness relies on our structures, our processes, and our programs of study. Academic excellence requires the highest feasible level of support to our students, a strategic focus on the allocation and/or reallocation of resources, and the continuation of a sustainable financial model that most effectively deploys the university's resources. The university faces significant demographic challenges for the next five years. As a result, we must examine all operations and look for ways to mitigate</p>	
Objective 4A: 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.	

AY 2015-2016

Created and approved seven new GCE programs.	
Removed six GCE programs via governance process	
Identified six GCE programs for closure due to low enrollments.	
Extended Campus entered into an agreement with Adult and Community Education of Martha's Vineyard to offer an M.Ed. in Curriculum and Teaching degree to educators on the island. Additional partnerships established with Teachers 21, Brookline and Groton-Dunstable Public Schools.	
Expanded partnership with Wilson Language Training by developing new concentration in dyslexia specialist within the graduate special education guided studies program.	
Developed and offered interdisciplinary Medieval Workshop for faculty and PreK-12 teachers.	
CPS Advisory Board created.	
Identified programs for Commonwealth Commitment (statewide 2 + 2)	

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Objective 1A: Prepare students for success in the workforce through a university education, which combines a liberal arts education and professional programs.						
	Relevant Actions Implemented	Given Actions implemented what is Status	Point Person(s)/Unit(s) /Committee(s)	2017-18 Relevant Actions Implemented	Given Actions implemented what is Status	Point Person(s)/Unit(s) /Committee(s)
1A1. Align Liberal A&S core curriculum with skills and aptitudes valued in the workforce.	Earth and Geographic Sciences revised their Earth Systems major to an environmentally-based program.	Complete and will be implemented starting Fall 2017	Elizabeth Gordon, Dean HNS			
	Worked with history to re-do program, working with science and math faculty about course work, worked with MWCC on early childhood and transfer, worked with mass transfer program.		EDUC			
	Worked through the Summer Report.	Found areas of consensus. Generated several models. Held faculty forums in May and will resume work in the fall. Recommendation: Give priority to this year's members for appointment to the LA&S Council next year.	A&S Dean, LA&S Chair	Approved list of LA&S Learning Outcomes as the foundation of a new LA&S curriculum framework	Summer working group to vet proposed structure against major requirements	Deans, LA&S summer group
				Convened campus-wide Institutional Learning Outcomes working group; developed set of Institutional Learning Priorities that align with the Learning Outcomes of the emerging LA&S curriculum	Draft completed and shared with Provost and Academic Affairs team	Dean of Arts & Sciences & committee members
1A2. Increase collaboration in academic programs through team teaching, learning communities, interdisciplinary course development, and research opportunities and support appropriate high-impact learning experiences, including opportunities in academic and experiential settings.	Development of an interdisciplinary research program that will be used as the basis for a summer research program with students. Balfour Grant implemented with students for summer research experiences.	The program is in its first year.	Elizabeth Gordon, Karen Frank Mays, Dean HNS	PHIL/PSY 3010: Consciousness = Team Taught Interdisc course, approved thru AUC last year after offered as Topics course the year before	Hums worked w/science faculty to refine/support their proposal of Gen Sci concentration for IDIS major, put thru governance AY18	Deaf Studies minor was initiated in AY2018, after approval thru AUC previous ac yr; gained c 20 students in 1st year of offering.
	Build divisional and STEM unity through on campus meetings and continued participation in regional STEM networks. Hosting a PKAL meeting on June 7, 2017. The theme was STEM Students in the Community and Other High-Impact Practices.	Completed	Dean HNS, Elizabeth Gordon, Emma Downs			
	High impact practices, academic excellence, and the ability to compete successfully for grant funds all demand appropriate safety and regulatory support. Changes to compliance committees are being implemented to improve their function on campus.	Several key items are already completed and the rest will be implemented over the next year.	Dean HNS			
	A STEM shared interest floor will be available to students Fall 2017	Ongoing	Dean HNS, Admissions, Residence Life			
	Education department reworked 1st two classes to increase student success.		EDUC			
	Developed Interdisciplinary Team Teaching guidelines. Developed living community for CJ 4+1 Program. Offered PHIL/PSY 3010 Consciousness as a team taught course and GAME/HIST History of Games. Worked on NEH Grant on Health and Humanities.	Present to deans and department chairs for feedback. Developing CJ learning piece to implement next year. Guided PHIL 3010 through governance. Working on submitting 2017 NEH Grant.	A&S Dean and Interdisciplinary Coordinator A&S Dean, Behavioral Sciences Chair, PC Director Collaborators (J. Fiske, K. Tracey, M. Hove)	Provided LLC for CJ 4 + 1 students	Re-organized for AY19 but we will evaluate program objectives to determine future course	A&S Dean, Academy Director Lane, Housing

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				Team-taught PHIL 3020/PSY 3010 Consciousness was approved through AUC, and two new interdisciplinary courses were developed in Sociology: Gender & Society and Sociology of Sexualities	Sociology courses to be offered next year	A&S Dean, Beh. Sci chair; Sociology faculty	
				Deaf Studies minor was initiated after approval thru AUC during previous academic year; gained c. 20 students so far. An articulation agreement with QCC also signed, creating a pathway for Deaf Studies students to transfer 60 credits to FSU and apply QCC coursework to IDIS major.	Completed	A&S Dean, Humanities chair, and FSU Transfer Coordinator	
				Coordinated clarification and better organization of the interdisciplinary minors	To be continued next year	IDIS minor coordinator Frank Mabee, A&S Dean	
				Collaboration between Humanities and Science faculty to put a General Science concentration proposal for IDIS major through governance	Completed.	Humanities chair, Billy Samulak, A&S and H&NS Deans	
				Created and saw through governance new program in GIS Crime Mapping and [GIS] Analysis	Completed.	Marcel Beausoleil, Jane Huang, A&S and H&NS Deans	
				Engaged in preliminary discussions to submit NEH grant for Digital Humanities	In progress	A&S Dean, Director of Grants, faculty in History, English Studies, Comm. Media	
				Interdisciplinary collaboration between HMSV and Psych. Sci. faculty to co-facilitate professional development workshops for students in both departments	Completed.	Lynn Kellner	
				History faculty provided high impact learning experiences through historical simulations, in two classes and as a campus co-curricular activity, with enthusiastic responses	Completed, with plans for more public presentations as well as integration into courses in other disciplines next year -- for example, historical simulation in foreign language courses	Kate Jewell; Joe Wachtel	

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				History and Game faculty have collaborated on a team-taught course, and History and Geophysical Sciences have team taught a course and published a book on their interdisciplinary approach	Completed.	Joe Wachtel & Jon Amakawa and Ben Lieberman and Liz Gordon	
1A3. Enhance mentoring by student peers, alumni, staff, and faculty with training and support to enhance connectivity, communication, and effectiveness.	Peer Services office has proposed consolidating part-time positions and creating an assistant to the director to help spearhead the implementation of the peer mentoring program.	Because of the turnover in staff in the Peer Services office, we are a year behind (per the RFY plan) in the implementation of peer mentoring. In the end, this may be for the best, as it will mean implementation of peer mentoring and the FYE will occur simultaneously.	Chris Coffin, Sean C. Goodlett				
	KDP students held peer-to-peer tutoring for MTEL with other students.		EDUC				
1A4. Review alternate assignment course release time awards with an eye toward increasing awards for scholarly and creative activity in comparison to administrative activities.	Formalized the Center for Faculty Scholarly Activity	New guidelines for grant submissions, strategic plan developed, and an action plan for next year was completed with the advisory board.	Provost, Director of Center for Faculty Scholarship				
	Special Projects Grant – increased stipends and course releases to support faculty/librarian designed to support faculty/librarian scholarly impact aimed at contributing to faculty professional development.	Complete	Provost				
Objective 1B: Develop new, flexible curricular models to serve the needs of a changing student population.							
1B1. Create new, affordable, transfer 2+2 associate-to-bachelor's-degree programs.	Participated in STEM Foundations Initiative to facilitate completion of STEM courses at the community colleges.	Completed	Provost, Dean HNS				
	Worked with MWCC on early childhood B-8 program, non licensure, worked on educational studies major -non-licensure, mass transfer work - looking at PTS met-rather than courses completed.		EDUC				
	GCE proposed new flexible, transfer-friendly 2+2 program for holders of associate degrees	Under review	B.Bercier				
				Added Comm Graphic Design transfer courses	Completed.	A&S Dean, Comm Media Chair, Transfer Coordinator	
	Renewed MWCC and QCC MOU's. Developed a new Interdisciplinary ASL Concentration with QC.	Prepared and signed off on agreements. Signing Ceremony upcoming this fall 17.	Chairs, Arts and Science Dean, VP, and President	MOU completed and signed by QCC and FSU presidents 12/8/2018	Completed.	FSU Pres., Provost, A&S Dean, Humanities Chair, QCC leadership	
	Working on creating an articulation between the newly revised RN to BSN program and MWCC's Associate's Degree. Articulation will include early guaranteed acceptance.	In progress	Dean HNS, Chair of Nursing				
1B2. Create new, accelerated, 4+1 bachelor-to-master's-degree programs.	Environmental Public Health	EGS department has modified its major to emphasize environmental science. Will serve as the foundation for continued development of the program.	Provost, Dean HSN, interdisciplinary working group of faculty members				
	MS in CJ program, 4+1 with UG CJ MPTC	Created, 1st cohort (6 students) started graduate curriculum summer 2017	M. Beausoleil, Dean Arts & Sciences, Chair, Director of the Police Academy Concentration				

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	3/4 of the way into a 4 plus one program for middle -ready for AUC fall 17 - completed middle-level education revision for hybrid model with 7-week modules.		EDUC				

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	Signed official MOU with MPTC for the 4+1 PC Concentration. Operationalizing.	First +1 year during Summer 2017. Hired new Police Concentration Director.	A&S Dean, Chair, Graduate Curriculum Coordinator, Director of the Police Academy Concentration	Successfully launched 1st Police Academy 5/24/2018	In progress, with plans for post-Academy evaluation.	Police Academy Director, Dept faculty, A&S Dean
1B3. Create at least one, new undergraduate evening and one, new undergraduate day degree program.	BSE in ECE/B-8 created through GCE; new concentration in Data Science created for MS in CSC.	BSE had 11 students in first cohort; more starting this fall; new Program Coordinator starting in fall 2017 to take the lead on this program. Data Science concentration available fall 2017.	New hire in Education will take lead on BSE/ECE/B-8			
	Educational studies -non licensure - should be ready for AUC in the fall		EDUC			
	Developed 4 new minors: Film Studies, ASL, Latin, and Graphic Design.	Passed through AUC	Dean Arts & Sciences, Chairs, faculty	Created and saw through governance new program in GIS Crime Mapping and [GIS] Analysis	Passed through AUC	Marcel Beausoleil, Jane Huang, A&S and H&NS Deans
	New cyber security concentration within CIS approved. Collaboration between business and computer science.	Completed	Provost (i.e. Dean), Chair of Computer Science and Business faculty			
1B4. Create new, early acceptance programs to graduate schools.				Admitted new students into the Pre-Law 3+3	Completed.	Paul Weizer
1B5. Focus on transfer student recruitment and reverse transfer policies to ensure that more students complete degrees.	Revised RN to BS in Nursing program	Ready for implementation Fall 2017	Dean HNS, Nursing Department Chair and faculty			
	Working on revised B-8 program and educational studies - ready for AUC fall 17.		EDUC			
	Significant revisions to the RN to BSN program that will be much more attractive to transfer students.	In progress	Dean HNS, Chair of Nursing			
1B6. Explore competency-based models for a pilot program						
Objective 1C: Make innovative use of developing technologies appropriate for students of the 21st century.						
1C1. Encourage a culture of experimentation and innovation with instructional technologies through operational and structural improvements and academic initiatives.	Equipped the Psychological Science laboratories	The majority of the equipment has been purchased with only the Eye Tracker remaining outstanding.	Provost, Dean HNS, Chair Psychological Science			
	Completed workshop on use of google docs in k-12 classrooms for the unit; unit meeting devoted to technology needs; working on tech plan for program.		EDUC			
	Offered more language courses via Distance Language Learning. Reviewed Graduate program in History Held a Workshop for all state institutions in March and preparing Best Practices Guidelines. Offered French to Framingham and received Chinese from MMA. Added an additional classroom equipped with LifeSize technology. (Condike Science 311)	Developing hybrid courses for the graduate history program.	A&S Dean, Chair, IT Support	Renewed foreign language offerings via Distance Language Learning	Completed.	Humanities Chair, A&S Dean, Italian, Arabic language faculty
				Organized a summer 2018 planning sessions with deans of nearby 4- and 2-year institutions to formalize a "Collaborative Language Program"	Will meet in summer 2018	A&S Dean, Deans of Worcester, Framingham, and MWCC
	Conducted faculty workshops in collaboration with Academic Partnerships to explore innovative ways to use varied technologies to enhance online course offerings.	Completed	AVPAA, Director of Distance Education			
				Hired permanent FT director of Digital Learning	Completed.	GCE Dean, AVP AA, A&S Dean, faculty

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				Formed campus-wide Digital Learning Working Group to create policy for online and hybrid teaching within the day program	Draft policy completed and prepared for committee refinement and discussion next year	Provost	
1C2. Encourage the use of alternative educational materials to reduce the cost for students.				Solutions to address high textbook costs among foreign lang. faculty include building custom texts that select only relevant chapters through publishers, negotiating lower prices for online texts through publishers, and using Cengage e-texts (where appropriate) to take advantage of new FA18 offer of a buy-one, get-any-other-text free policy. HMSV faculty began developing a course pack for a core course in lieu of expensive texts and posting materials on Bb	Ongoing.	Department chairs; A&S Dean	
1C3. Develop a deliberate, holistic, institution-wide discussion concerning online learning in all modalities.				Digital Learning Working Group formed to discuss and make recommendations for a draft campus-wide policy	Draft policy being readied for broader campus discussion in AY19	Provost	
1C4. Explore the creation of instituting a regularly-assessed digital literacy standard for our students to ensure all students are prepared for the present learning environment.				Discussed as part of "Information Literacy" learning outcome within LA&S and FYE	Ongoing.	Sean Goodlett; LA&S Council leadership	
Objective 1D: Enhance and affirm student, faculty, and staff diversity as central to the Fitchburg State experience. Experiencing diversity expands perspectives, contributes to multicultural competence, and becomes a key element in attracting and retaining students,							
1D1. Initiate a process to identify appropriate, feasible methods for faculty and staff hiring and student recruitment from underrepresented groups; adopt appropriate	Set diversity goals, work on diversity recruitment plan.		EDUC	Increase faculty diversity through FT TT hiring	Ongoing	A&S Dean	
1D2. Identify and support appropriate and ongoing efforts to further develop multi-cultural competencies in students, faculty, and staff.	Conducted Unit workshop on needs and barriers to student success in education; including candidates of color.		EDUC	Collaborated on the envisioning process for a campus Heritage Language & Culture Center	Ongoing; draft proposal being prepared for wider discussion next year	Dean of Education; also A&S Dean, foreign language, English & Education faculty	
	Conducted a cultural competency session for all faculty at September 2016 Development Day	Completed	AVPAA				
				Planning September 2018 Development Day to focus on Inclusive Classrooms, with multiple panels dedicated to various aspects of the theme	Ongoing	AVP AA	
1D3. Increase the international student population by 20% at both the graduate and undergraduate levels.	Personnel work with the international studies group		EDUC				
	Restructured various international student events and processes to promote greater transition and retention. Examples include a much more	Completed	Director of International Education				

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	Eliminated several admissions documents that were previously required prior to acceptance and are now required after acceptance (i.e. bank statement).	Completed	Director of International Education, Director of Admissions				
	Several initiatives started to build community and facilitate integration into campus life.	Completed	Director of International Education				
	International students participated in a women's panel as part of Women's History Month.	Completed	Director of International Education				
	The International Student Organization (ISO at FSU) was created. ISO held their first cultural event with strong participation from both international and domestic students celebrating various cultures.	Completed	Director of International Education				
	Gathered students, faculty and community to celebrate diversity through a flag march as part of the President's Inauguration.		Director of International Education, Inauguration Committee				
	Articulation agreement with Shanghai University, China being created that would facilitate acceptance of approximately 20 Chinese students to Fitchburg State annually.	In progress	Director of International Education, Provost, academic departments, chairs				
	Conducting research on potential use of agents for recruitment of students.	In progress	Director of International Education				
1D4. Increase opportunities for study abroad partnerships, faculty exchanges, and trips.	Costa Rica partnership established		Provost, Director of International Ed, Deans HNS and Education				
	Continued to offer trips to France, Italy, England, Poland, Germany, and Japan. Japan trip moved to June time slot.		A&S Dean, Chairs, Faculty, Director of International Studies.	Continued to offer trips to Italy, Poland, Germany, and Japan.	In progress.	A&S Dean, Chairs, Faculty, Director of International Studies.	
	Creating a faculty handbook in collaboration with the international advisory committee for faculty led study abroad programs with anticipated publication September 2017.	In progress	Director of International Education, International Advisory Committee, AVPAA	Refining faculty handbook in collaboration with the Director of International Education and AVP AA for faculty led study abroad programs	Ongoing.	AVP AA, Nelly Wadsworth	
	Launching new faculty led study abroad program in Ghana with nursing faculty.	In progress	Director of International Education, Nursing faculty				
	Hosted representatives from Klevé University to seek ways to increase collaborations with faculty and study exchanges.	In progress	Director of International Education, academic departments	Hosted representatives from Klevé University and collaborated for SP19 POLS study abroad program to Klevé & Krakow	In progress.	Josh Spero	
	Exploring a partnership for student and faculty exchanges and study abroad programs with Reitaku University in Japan.	In progress	Director of International Education	Exploring new partnerships for student and faculty exchanges and study abroad programs with Cà Foscari University in Venice, Italy	Summer 2018	A&S Dean	
				Undertaking a review of the Verona Program	Summer 2018	A&S Dean	
1D5. Increase the enrollments of Hispanic students to equal or surpass our state peers in order to better reflect and represent the local community.	Tasked the diversity committee of the unit with developing a recruitment and retention plan		EDUC				

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1D6. Increase the six-year graduation rate of Hispanic students to halve the current achievement gap.							
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Objective 2A: Evaluate obstacles to retention and completion through the analysis of student data and the creation of campaigns to address identified barriers.							
2A1. Effectively use data from the Student Success Collaborative (SSC) to identify opportunities to break down barriers to student success.	Both the Career Counseling and Academic Advising Center (CCAC) and Peer Services have implemented SSC Campus for the scheduling of appointments. These departments are also using the platform to run deficiency grade and attendance campaigns.	The Peer Services department will be adjusting its tutoring model in the AY17/18 to allow for more walk-in services (particularly around writing), so the implementation in PS will be rethought.	Chris Coffin				
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.	Supplemental instruction pilot in math was expanded. Part of a state-wide initiative to bring corequisite remediation to scale.	Year 2 data needs to be collected	Dean HNS, Mathematics Department	Exploring supplemental Instruction as part of state-wide initiative to bring corequisite remediation in English/Writing to scale	Beginning conversations; will continue next year	A&S Dean, Eng Studies Dept. chair	
	Develop and implement an alternative math placement pilot during AY2017 including a consideration of an alternative placement exam.	Year 2 data needs to be collected	Dean HNS, Mathematics Department				
	Redesign Precalculus to an emporium model using the evidence and best practices developed through our developmental math redesign.	Implemented during AY2017. Data will need to be collected and analyzed.	Dean HNS, Mathematics Department				
2A3. Explore the use of professional advising to build a foundation of student success.	During the AY16/17, the Career and Advising Centers were merged into one comprehensive entity, the Career Counseling and Advising Center. The CCAC has completed the hiring of two additional personnel, doubling its staff, and has developed (with the aid of the Student Success Task Force) an annual calendar of student success interventions.	Per the RFY plan, the full calendar of interventions will be implemented beginning in the AY17/18.	Erin Kelleher, Sean C. Goodlett, with assistance of Pam McCafferty & Student Success Task Force				
2A4. Build on and expand our current practice of "proactive advising" to increase student success based on data-driven target populations.	In conjunction with the OIRP, the CCAC has developed an internal risk model that will be deployed each year in the student success interventions (above).	Per the RFY plan, the full calendar of interventions will be implemented beginning in the AY17/18.	Erin Kelleher, Sean C. Goodlett, with assistance of Pam McCafferty & Student Success Task Force				
	In coordination with the academic deans, the university scaled out implementation of the Academic Interests and Motivations (AIMs) beginning in the summer, 2017, orientation.	Per the RFY plan, the AIMs documents were completed for summer orientation, 2017; the implementation of faculty advising of AIMs pre-majors begins at the same time.	Sean C. Goodlett, Jane Fiske, Bruno Hicks, Meg Hoey, and Alberto Cardelle	Finalized AIMs in preparation for FY 19 orientation and registration	Completed.	A&S Dean; Divisional Chairs; Sean Goodlett	
	Developed Liberal A&S AIMs that were vetted by departments.	Prepared documents for SO. Secure AIMs advisors through department chairs.	A&S Dean, Chairs, Faculty	Finalized LA&S AIMs for FY 19 orientation and registration	Completed.	A&S Dean; Divisional Chairs; Sean Goodlett	
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%.							
Objective 2B: Expand the use of high-impact practices, which break down barriers to student success.							
2B1. Develop a freshman year experience proposal to be presented to the AUC in the fall of 2016.	The FYE Committee met from November through May and proposed the creation of a new high-impact "first-year experience" course.	Pending feedback from the campus community, the committee will be submitting a new course proposal to AUC during the AY17/18.	Sean C. Goodlett, Bruno Hicks, FYE Committee (with participation from all but two academic departments)	Developed & saw through governance FYE courses in Economics, Music, History/Education	Completed.	Christa Marr, Jonathan Harvey, Laura Baker, Sean Goodlett	

	Relevant Actions Implemented	AY 2016-2017 Given Actions implemented what is Status	Point Person(s)/Unit(s) /Committee(s)	2017-18 Relevant Actions Implemented	Given Actions implemented what is Status	Point Person(s)/Unit(s) /Committee(s)	
ZB2. Bring cohesion to all academic programs by requiring a senior capstone experience, portfolio, or internship to align with workforce values by fall of 2016.				the IDIS major has always had a senior capstone project and is currently, through assessment, being refined to support stronger learning outcomes. HMSV students are required to complete a substantial senior internship as a capstone, as are all COMM MEDIA students. Divisional conversations underway to incorporate an intentional culminating experience in each academic program	Ongoing	A&S Dean; department chairs	
ZB3. 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.	Continued working with Burbank Hospital Dementia Unit. Met with the Regional Behavioral Health Collaborative at Heywood Hospital. Applied for a Crocker Center for Civic Engagement grant. Developed a Campus Compact Civic Engagement Action Plan.	Harmonic Velocity volunteering Fall 2017. Shared resources. Received \$250 grant to purchase music books for MAA After School Piano Class program. Attended conference fall 2016, developed plan for submission to Campus Compact in March, establish smaller teams to implement.	A&S Dean, Club Advisor Administrators, Behavioral Sciences Chair, Internship Coordinators	continued practicing students from professional programs (CJ, HMSV, COMM MEDIA, Poli Sci) into applied internships. One HMSV student hired as Research Assistant to work w/Community Health Network Alliance. Some Sociology faculty have integrated community-based research projects into courses, and some Economics courses allow students to work on issues of Fitchburg & city/university community development. In short, A&S faculty continue to develop relationships w/community agencies for student practicum & internship experiences.	Ongoing	A&S Dean and Divisional chairs	
	Provide funding opportunities within the Crocker Center budget to facilitate student service learning work within the community.	Complete	Provost				

	Relevant Actions Implemented	AY 2016-2017 Given Actions implemented what is Status	Point Person(s)/Unit(s) /Committee(s)	2017-18 Relevant Actions Implemented	Given Actions implemented what is Status	Point Person(s)/Unit(s) /Committee(s)
Objective 2C: Ensure student support services are adequate to meet the needs of our current and future students.						
2C1. Examine the career services offerings to ensure proper support for students and alumni.	The FYE proposal calls for any first-year experience to fold in career counseling as part of the credit-bearing course, and consequently both CCAC and Peer Services staff are in the process of developing co-curricular workshops and a caseload model for all FTFT freshmen and transfer students <29 sh.	Limited offerings of workshops are possible in the AY17/18. Full implementation in AY18/19. In the coming year, the CCAC will work with Alumni and Development staff to coordinate their efforts in a more strategic fashion.	Sean C. Goodlett, Erin Kelleher, Chris Coffin, CCAC coaches			
GOAL 3: BUILD A UNIVERSITY COMMUNITY THAT EMBRACES CIVIC AND GLOBAL RESPONSIBILITY The viability of the university is inextricably linked to the economic health and development of the city and the region. Accordingly, we are committed to high-impact practices such as service learning and internship opportunities, which have proven to be impactful to						
Objective 3A: Collaborate and align with local business, industry, educational, extended campus, and cultural partners on community-based projects and internships.						
3A1. Support educational initiatives that extend and apply civic learning to regional, national and international settings.	Developed Campus Compact Civic Engagement Action Plan	Implementation of two or three items beginning fall 2017, FSU was recognized	Crocker Center Director, Civic Engagement Working Group			
	Outreach and collaboration with Fitchburg and Leominster High Schools	Joined choirs to present several selections for the Winter Concert 2016.	FSU Choir Director, FHS and LHS Choir Directors, choir students, Chair			
	CMLP, FSU, and McKay Arts Academy developed After School Group Piano Lessons and Music Lesson Scholarship	FSU Music students and Arts and Sciences Dean volunteered teaching in the program.	A&S Dean, McKay Principal, McKay and FSU Faculty			
3A2. Enhance efforts by faculty, staff and administrators to use knowledge and expertise in community service to appropriate regional partners.	Developed collaborations with McKay Arts Academy. Continued to offer the CMLP through the Center for Professional Studies.	Created McKay Arts Academy After School Piano Class Program with FSU students volunteering time. Created McKay Arts Academy Music Scholarship for private lesson instruction with FSU staff, faculty, and student volunteers. Opportunities for lessons and recitals.	A&S Dean, McKay Principal	CMLP, FSU, and McKay Arts Academy continued After School Group Piano Lessons and Music Lesson Scholarship	Ongoing	Hilde Schilling
	Creation of a new Faculty Service Award that encourages and recognizes service to the community.	Complete	Provost			
Objective 3B: Promote the economic, social, and cultural health and development of the City of Fitchburg and the region.						
3B1. Explore the creation of an entrepreneurship center to spur job creation.	Worked with Next Street to develop Theater Block space. Attended Innovative Lab Conference at Umass Lowell.	Reviewed Game Studio space in Theater Block, held campus forums to gather ideas.	Campus Community	renovation for Game Studio space in Theatre Block & met with/discussed Idea Lab in Worcester for possible uses of our space	Completed.	VP Finance, President
				Participated in discussions with design professionals to imagine various occupancies and uses of the renovated theatre and engaged in fund-raising conversation with the Grants Office	Ongoing	A&S Dean, Mary Baker, Petri Flint, VP of Finance, Grants Director and Grants Assistant

