

Unit Action Plan
2018-2019 (Version 3, 8/30/18)

Division: **Academic Affairs**

Unit: **Division of Health & Natural Sciences**

Unit Mission (In Progress, retreat notes below):

How we support the university mission as a division:

Foundational skills
Scientific reasoning and quantitative analysis and inquiry
General Education (Liberal Arts & Sciences)
Mastery in specific disciplines or fields
Multidisciplinary learning and experiences
Small classes, internships, practicums
Personal wellness
Community-based learning and service
Students learning about themselves and the natural world

Common values:

Accessibility and success for all students
Respect
Community
Transparency
Evidence-based thinking and learning
Deep student-faculty mentoring
Ethics (morals)
Lifelong learning preparation (skills and habits of mind)

Division goals:

Development of habits of mind to foster success in students future lives and chosen fields
Students learn and develop transferrable skills
Open-mindedness
Cultivating a culture for effective collaboration

<p style="text-align: center;">Goals/Outcomes:</p> <p>Prepare students for success in the workforce through a university education, which combines a liberal arts education and professional programs. (Strategic Plan Objective 1A)</p> <p>Develop new academic majors, minors and agreements. (Strategic Plan Objective 1B)</p> <p>Make innovative use of developing technologies appropriate for students of the 21st century. (Strategic Plan Objective 1C)</p> <p>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. (Strategic Plan Objective 1D)</p>	<p style="text-align: center;">Associated Strategic Plan Goals:</p> <p style="text-align: center;">Goal 1: Strengthen Academic Programs</p>
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<p style="text-align: center;"><u>Objectives</u></p> <p>Seek external, non-Commonwealth funding, support for undergraduate research and/or curriculum development. (Strategic Plan Objective 1A2)</p> <p>Review alternative assignment course release time awards with an eye toward increasing awards for scholarly and creative activity in comparison to creative activity (Strategic Plan Objective 1A4)</p>	<p style="text-align: center;"><u>Performance Measures/Targets</u></p> <p>At least one grant proposal to a federal agency submitted in FY20.</p> <p>Collaborate with the Grant Center to identify and request funding to support the Summer Research Program with funding secured in FY 20.</p> <p>Offer alternative assignment (APR) for at least one new tenure-track faculty member hired for a fall 2019 start so that they can accelerate their research agenda.</p> <p>Plan to offer, in FY 20, a 3-credit alternative assignment (APR) for at least one faculty PI on a successful, external, federally-funded grant proposal funded in that fiscal year.</p>
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<p>Complete dual-admissions agreement with MWCC for Physical Therapy Assistant to Exercise and Sport Science major (Strategic Plan Objective 1B1).</p>	<p>New agreement in place before fall 2019 semester.</p>
<p>Receive BHE approval for the Environmental Public Health major. (Strategic Plan Objective 1B3).</p>	<p>New major approved and offered to students in fall 2019.</p>
<p>Concentration in Biochemistry and Molecular Biology approved through governance (Strategic Plan Objective 1B3)</p>	<p>Governance approval by the end of the 2018-2019 academic year.</p>
<p>Continue expansion of the use of Open Educational Resources (OERs) (Strategic Plan Objective 1C2).</p>	<p>Utilize OERs in new Mathematics in Society course in fall 2018 and beyond.</p>
<p>Hire at least one faculty or staff member with professional experience that engages multicultural populations (Strategic Plan Objective 1D1).</p>	<p>New tenure-track faculty member in Psychological Sciences with experience in counseling cross-cultural, multi-cultural or diverse populations hired for fall 2019 start.</p>
<p>Continue to pursue faculty and staff hires from diverse, minority or traditional underrepresented backgrounds (Strategic Plan Objective 1D1).</p>	<p>At least 25% of FY19 hires self-identify from such a background (matches 2017-2018 outcome).</p>
<p>Participate in intentional scheduling of study abroad (Strategic Plan Objective 1D4).</p>	<p>Participate in the intentional scheduling of existing or planning-stage programs in nursing (Ghana and Costa Rica) and biology with a rotating schedule completed by the end of the 2018-2019 academic year.</p>
<p>Increase opportunities for study abroad partnerships, faculty exchanges, and trips (Strategic Plan Objective 1D4).</p>	<p>Develop one new exchange program agreement with an institution in Asia, Europe or the Americas (in a STEM field) by the end of the 2018-2019 academic year.</p>

<p>Goals/Outcomes:</p> <p>Evaluate obstacles to retention and completion through the analysis of student data and the creation of campaigns to address identified barriers. (Strategic Plan Objective 2A)</p> <p>Expand the use of high-impact practices, which break down barriers to student success (Strategic Plan Objective 2B)</p>	<p>Associated Strategic Plan Goals:</p> <p>Goal 2: Promote Student Success by Breaking Down Barriers</p>
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<p><u>Objectives</u></p> <p>Reduce reliance on remedial education (Strategic Plan Objective 2A2)</p> <p>Contribute to reaching and maintaining a retention rate of 80%. (Strategic Plan Objective 2A5). Contribute to reaching an overall six-year graduation rate by 5%. (Strategic Plan Objective 2A6)</p> <p>Develop systematic means to incorporate research experiences in the regularly scheduled curricula. (Strategic Plan Objective 2B3)</p>	<p><u>Performance Measures/Targets</u></p> <p>Pilot condensed remedial mathematics courses in a 1-semester model in 18-19.</p> <p>Fully implement the BHE A1 HS GPA Pilot for first-year, credit-bearing math pathways courses (with pre-calculus and nursing exceptions).</p> <p>Offer all first-year, credit-bearing math pathway courses with a co-requisite section in fall 2018.</p> <p>Increase by at least 10% the number of students completing credit-bearing mathematics pathway courses in their first year at the institution by the end of FY 20, with a goal of reaching 80% by the end of FY 21.</p> <p>Ensure that 95% of first-time, full-time students are correctly placed in developmental or credit-bearing mathematics pathway courses in their freshman year.</p> <p>Launch STEM & Health Sciences LLC with a goal of 90% freshman-sophomore retention rate.</p> <p>At least one new course-based research opportunity passed through governance by the end of the 2018-2019 academic year.</p>
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<p style="text-align: center;">Goals/Outcomes:</p> <p>Collaborate and align with local business, industry, educational, extended campus, and cultural partners on community-based projects and internships. (Strategic Plan Objective 3A)</p>	<p style="text-align: center;">Associated Strategic Plan Goals:</p> <p>Goal 3: Build a University Community that Embraces Civic and Global Responsibility</p>
<p style="text-align: center;"><u>Objectives</u></p> <p>Develop institutional or industry partnerships that provide for internship placements for Health and Natural Sciences majors. (Strategic Plan Objective 3A1)</p> <p>Present opportunities for civic engagement and learning in developing a scientifically educated population. (Strategic Plan Objective 3A1)</p>	<p style="text-align: center;"><u>Performance Measures/Targets</u></p> <p>At least one new non-clinical partner accepting interns by the end of the 2018-2019 academic year.</p> <p>Develop a relationship with the Boys & Girls Club of Leominster that has Fitchburg State University faculty, staff or students participating in at least two of their STEM-related events during throughout FY 20.</p> <p>Participate in the Edward M. Kennedy Institute for the United States Senate/Campus Compact program on civic learning and return examples for simulation and dialogue based programs back to campus for further consideration during the 2018-2019 Academic Year).</p>

Goals/Outcomes:	Associated Strategic Plan Goals:
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. (Strategic Plan Objective 4A)	Goal 4: Grow and Strategically Align Fitchburg State's Resources

<u>Objectives</u>	<u>Performance Measures/Targets</u>
Complete exploration of Professional Science Master's program in collaboration with GCE. (Strategic Plan Objective 4A2)	Decision on whether to proceed with program development and approval no later than December 2018.
Modest growth in program with available capacity within the context of existing department personnel and T65 budgets (Strategic Plan Objective 4A2).	Increase nursing pre-major acceptances by at least 10 over the 2014-2017 fall semester average.
	10% increase in the number of Exercise and Sports Science, majors over the 2014-2017 annual average.
	Collaborate with admissions on marketing Exercise and Sports Science and Biology programs as pathways for pre-physical therapy students with new materials developed before the spring 2019 semester.
Reevaluate laboratory fee structure for nursing courses. (Strategic Plan Objective 4A5)	Proposed adjustment to clinical fees no later than March 2019.
Examine fee-based nursing student remediation program to be offered through GCE (Strategic Plan Objective 4A5).	Decision to proceed, and governance proposal (if required) no later than the end of the 2018-2019 academic year.
Modest growth in program with available capacity within the context of existing department personnel and T65 budgets (Strategic Plan Objective 4A2).	

