

**2021-2022**  
**Unit Annual Report**  
**Division of Academic Affairs**  
**Unit: School of 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:**

*List all staff and note all personnel changes that occurred during 21-22.*

Name                      Position

Sara Levine                      Interim Dean of Arts and Sciences

Lisa Adams                      Administrative Assistant I, Communications Media

Megan Carkin                      Administrative Assistant II, EHPS  
Family Leave in Spring

Carla McGrath                      Administrative Assistant Coverage, EHPS  
Providing coverage for Megan in Spring/Summer

Paula Delisle                      Administrative Assistant, Humanities  
Retired in May

Keyna Thomas                      Administrative Assistant II, Behavioral Sciences

Dr. Walter Jeffko                      Professor of Philosophy  
Retired in the Spring

**III Facilities/Equipment:**

- Supplies for Behavioral Science (Crime Lab/Criminal Investigations Course Supplies)
- Equipment for Communications Media (replace HMI Lighting Kit with ARRI L5-C 5" LED Fresnel Kits; overhaul and maintenance for 4 Bolex 16MM and 35MM film)

- cameras; and purchase of 1 Bolex 16MM film camera and lens package, Canon 814 XLS Super8 Film Camera, and LED Battery Powered location lighting package)
- Equipment for Music Program (Protec Singers' Masks, Cobra HEPA Vacuum for Ceramic Studio, 6 guitars with accessories, conductor's podium base, mutes for brass instruments, percussion workstation, folio cabinet, tuba, and euphonium
  - Events monitor for entrance to Condike Fine Arts
  - Promotional materials to support the General Education Program
  - Replacement monitors for Dean's office

#### **IV Budget Expenditure Analysis:**

Travel and Food purchases were limited due to COVID. Money was moved to provide additional support for faculty research, student projects, and general education initiatives.

#### **V Programs/Activities:**

The dean's office supported the staffing of nearly 700 Arts & Sciences courses this year and the dean conducted 25 faculty evaluations and participated in the successful hire of three tenure-track faculty in Sociology, English Studies, and Criminal Justice. Beyond these, School programs and dean activities for 2021-2022 included:

##### **Committees, Working Groups, Boards**

- AUC Curriculum Committee
- Program Area for General Education Program
- CTL Advisory Board
- Honors Advisory Council
- Corporate Engagement Working Group as well as Corporate/Community Partnership Development Subcommittee
- SGOCE Holistic Admissions Committee
- Transfer Student Taskforce
- Global Ambassadors Scholarship Committee
- Dean's Anti-Racism Fund
- Search Committee Member for full-time Interpreter
- Developed Active Learning Classrooms for Thompson renovation.
- Supported space study work of Conlin Communications Media and Humanities with architectural consultant
- Organized attendance at HERC-sponsored seminar *Doing the Right Thing: How Colleges and Universities Can Undo Systemic Racism in Faculty Hiring*
- Worked with other Deans, Office of Institutional Research and Planning, and the Registrar on improving workload management

## Curriculum, Teaching and Learning

### • **New Curriculum Development**

- Moved Digital Media Innovation through BOT approval and Phase I of DHE approval. Phase II is ongoing.
- Communications Media program revised Photography, Professional Communication (renamed Public Relations, Social Media, and Advertising), and Graphic Design concentrations.
- 9cr internship option for Sociology was approved by AUC (#52)
- The Graphic Design concentrative developed a new course, Design Studio and Practice (#65), and a capstone alternative (#66) that were approved by AUC
- Photography (#28) and Public Relations (#77) Minors were developed and approved by AUC
- Restructured Professional Writing Minor AUC (#30)
- Continued development of M.A. in Literature Program that offers new hybrid and online modalities to appeal to a broader student population
- Implementation of a new online Creative Writing Certificate Program
- Expressive Arts Therapies (concentrations in Art, Music, and Theater): a new draft program for which the curriculum has been largely designed, and will be ready to move forward through AUC in AY 2022-23, and submitted to the Board of Trustees and the BHE following AUC approval.
- Arts Entrepreneurship & Management (concentrations in Art, Music, and Theater): a new draft program for which the curriculum is about 80-90% designed, and will be ready to move forward through AUC in AY 2022-23, and submitted to the Board of Trustees and the BHE following AUC approval.
- Medical Spanish, a new course and certificate program approved through AUC SP22
- Public Art, a new course approved through AUC SP22
- Art + Nature, a new topics course that is cross-listed between HON and ART, and features a collaboration with the North County Land Trust and its Biome Project

### • **Transfer Pathways**

- Renewed our Liberal Arts Transfer - Law Track to Political Science - American Government/Law agreement with Mount Wachusett CC.
- Approved Bristol Community College's Associate in Arts - Liberal Arts, History Transfer as a linked program for MassTransfer. Graduates of this program will be admitted into B.A./B.S. History.
- Approved Bunker Hill Community College's Associate in Arts - Political Science concentration as a linked program for MassTransfer. Graduates of this program will be admitted into B.A./B.S. Political Science.

- Extended our MassTransfer agreement with Quinsigamond's Deaf Studies program.
- **Programmatic Self-Studies**
  - Oversaw program evaluations in Humanities and Economics.
  - Game Design completed their Action Plan for their program review

### **Research & Creative Activities**

- “Not just not-racist, but antiracist: Improving antiracism action in the Behavioral Sciences Department at Fitchburg State University; Phase Two”
- Police Program Evaluation Project
- The Game Design program collaborated with the Nursing department on a grant proposal for the Elaine Nipcon Murien Foundation on a five-year initiative to establish an interdisciplinary simulation laboratory to support the Nursing curriculum. As a first step in this collaboration, Game Design students in the Virtual Reality Development class developed a prototype/proof of concept training app for the Nursing simulation lab in the Spring 2022 semester.
- Game Design Hosted 3rd annual Fall Game Jam in Fall 2021, required for all Game Design students, and served as host site for Global Game Jam in Spring 2022
- Main Stage Theater production *The Rot from Beneath* in Spring 2022
- Return to offering *Visions* as an in-person event
- Music performances continued to emphasize works by underrepresented composers

### **Partnerships**

- Explored partnership opportunities in Business and Design with L'École Supérieure de Design
- Met with the Dean of Studies from Rhein Waal (Dr. Klaus Hegemann) and campus constituents to discuss expanding study abroad opportunities, faculty and student exchanges, cooperative research projects, and potential dual degree programs (noted below)

**VI Action Plan for 2021-22:**

Planned Initiatives for 2021-22	Associated Strategic Plan Goal & Strategy Goal # followed by Strategy # ex: 3.2	Indicate if a DEI initiative
Complete approval of existing LA&S courses into new General Education program through campus governance	Goal 1.1	
Support the development of new General Education courses, particularly integrative/high impact practice courses	Goal 1.1	
Continue to develop a campus-wide Community of Practice related to the new General Education curriculum	Goal 1.1	
With the new Program Area for General Education, develop and begin implementation of a new model of General Education programmatic assessment	Goal 1.1	
Implement General Education transfer policy	Goal 2.4	
In collaboration with George Mason University and the CJ program, develop a campus-based Conflict Resolution Study to support facilitated dialogues within departments and the wider campus community	Goal 1.4	x
Work with Sociology Program to develop an applied learning capstone, after which all programs in Arts and Sciences will include an intentional culminating experience	Goal 1.2	x
Develop series of in-class and co-curricular academic learning opportunities related to visit, hosted by the CIC, of author Maaza Mengiste, whose novel ( <i>The Shadow King</i> ) raises issues of Fascism, imperialism, World War II, Africa, and women soldiers who were left out of the historical record	Goal 1.3 Goal 3.6	x
Complete development and see through campus governance two new IDIS majors: <i>Expressive Arts Therapies</i> and <i>Arts Entrepreneurship and Management</i> (formerly IDIS concentration in Humanities)	Goal 1.4	
Complete development (and perhaps see through campus governance) new IDIS major in <i>Public Humanities</i> (formerly IDIS concentration in Humanities)	Goal 1.4	
Explore new online graduate program development in MS in Public Administration or eGovernment, a general MA in Liberal Studies or Organizational Leadership, and possible certificate in a field related to Arts or Nonprofit Management (in alignment with Theatre Block initiative)	Goal 1.4 Goal 1.5 Goal 1.6	
Complete and implement Articulation Agreement with Rhein Waal University in Germany	Goal 1.2 Goal 1.3	
Support diversity pedagogies and campus programming through the Deans' Anti-Racism Fund	Goal 1.4 Goal 2.1 Goal 2.3 Goal 5.1	x

Refine new CTL structure, including targeted faculty development in Advising	Goal 2.1	x (perhaps)
Implement work of HEIF grant, including Multilingual Peer Mentoring program	Goal 2.2	x
Refine new CTL structure, including targeted faculty development in Inclusive Excellence pedagogies	Goal 2.3 Goal 5.1	x
Expand departmental collaboration with colleagues on Davis Grant to identify career competencies	Goal 2.5 Goal 5.1	x
Pending outcome of NEH <i>Infrastructure and Capacity Building grant</i> , develop academic programming for the Theatre Block and the Fitchburg Art Museum, providing high-impact internship and other learning opportunities in Economics, Professional Writing, Art/Music/Theatre programs. Increase participation in Community Ensembles	Goal 1.4 Goal 1.6 Goal 3.2 Goal 3.4 Goal 3.5 Goal 3.6	
Strengthen city and regional collaborations related to the area's social and economic development through the Fitchburg Local Innovation Project	Goal 3.3 Goal 3.4	x
Strengthen regional collaborations in the Arts and Humanities with sister and 2-year campuses	Goal 3.6	x (perhaps)
Make Digital Humanities a distinction of Fitchburg State by expanding visibility and dedicated space in current CTL library room, for digitally-enhanced faculty and student work.	Goal 1.4 Goal 4.3 Goal 4.4	x (perhaps)

## VII Assessment Report for 2021-22

Planned Initiatives for 2021-22	Actions Taken
Complete approval of existing LA&S courses into new General Education program through campus governance	164 courses submitted to governance for General Education designations (145 courses were from Arts and Sciences programs)
Support the development of new General Education courses, particularly integrative/high impact practice courses	Creation of Public Art (FA, DP) and Environmental Chemistry (AIA) as well as topics courses offered with new Gen Ed designations: US Military History (HI), Environmental Ethics (ER), Soils & the Environment (AIA), 21st Century Citizenship (ER), Honors Visual Exploration (FA)
Continue to develop a campus-wide Community of Practice related to the new General Education curriculum	Frequent updates were sent by the Program Area Chair focused on the promotion of general education and support of general education advising. Promotional materials were created for distribution at student events.

<p>With the new Program Area for General Education, develop and begin implementation of a new model of General Education programmatic assessment</p>	<p>The Reading, Writing, and Information Literacy Assessment Group completed two rubrics, Writing and Information Literacy, and developed a procedure for collecting and evaluating artifacts. The group has requested that their work continue next fall where they will develop the Reading rubric and calibrate the rubrics.</p>
<p>Implement General Education transfer policy</p>	<p>Language was developed for communication with incoming transfer students. University website was updated to reflect the new general education requirements and their applications for transfer students. Transfer student experience was designed and designation as modules was approved by AUC (#63)</p>
<p>In collaboration with George Mason University and the CJ program, develop a campus-based Conflict Resolution Study to support facilitated dialogues within departments and the wider campus community</p>	<p>Ongoing</p>
<p>Work with Sociology Program to develop an applied learning capstone, after which all programs in Arts and Sciences will include an intentional culminating experience</p>	<p>The program offered a capstone-analogous course as a special topics course and will be evaluating the course success to determine how to move forward in Fall 2022. The program also revised their curriculum as per program review to include a new required course and create program clusters. Finally, the program engaged in a comprehensive revision of course offerings in the catalog and added civic learning and diverse perspectives LAS designations to most sociology courses. A 9-credit internship option was approved by AUC (#52).</p>
<p>Develop series of in-class and co-curricular academic learning opportunities related to visit, hosted by the CIC, of author Maaza Mengiste, whose novel (<i>The Shadow King</i>) raises issues of Fascism, imperialism, World War II, Africa, and women soldiers who were left out of the historical record</p>	<p>The following events were developed by CIC and Dr. Barricelli:</p> <ul style="list-style-type: none"> <li>• If Only I Were That Warrior (2015) film screening on Tuesday, Nov. 9, 2021 at 3:30 pm hosted by Professor Kevin McCarthy and followed by a virtual Question &amp; Answer session with the filmmakers, Director/Producer Valerio Ciriaci and Cinematographer/Producer Isaak Liptzin</li> <li>• “Italy’s Imperial March to Ethiopia” lecture on Tuesday, January 25, 2022 at 3:30 pm by Professor Roy Domenico (University of Scranton)</li> <li>• Tuesday, December 7, 2021 &amp; Tuesday, January 18, 2022 at 3:30 pm, reading groups met to discuss <i>The Shadow King</i>. Free copies of <i>The Shadow King</i> were available to participants of the reading group.</li> <li>• Ms. Mengiste gave the keynote event, <i>Confronting Italian Colonialism</i>, on Tuesday, Feb. 15 at 3:30 p.m., online.</li> </ul>

Complete development and see through campus governance two new IDIS majors: <i>Expressive Arts Therapies</i> and <i>Arts Entrepreneurship and Management</i> (formerly IDIS concentration in Humanities)	Work on these majors was slowed due to COVID but we anticipate moving them through governance next year and beginning the DHE review process. Proposals were submitted to the Academic Innovation Fund to support this work.
Complete development (and perhaps see through campus governance) new IDIS major in <i>Public Humanities</i> (formerly IDIS concentration in Humanities)	Currently, focus has shifted towards the <i>Expressive Arts Therapies</i> and <i>Arts Entrepreneurship and Management</i> majors.
Explore new online graduate program development in MS in Public Administration or eGovernment, a general MA in Liberal Studies or Organizational Leadership, and possible certificate in a field related to Arts or Nonprofit Management (in alignment with Theatre Block initiative)	Ongoing
Complete and implement Articulation Agreement with Rhein Waal University in Germany	Josh Spero organized meetings between the Dean of Studies from Rhein Waal (Dr. Klaus Hegemann) and campus constituents focused on expanding study abroad opportunities, faculty and student exchanges, cooperative research projects, and potential dual degree programs
Support diversity pedagogies and campus programming through the Deans' Anti-Racism Fund	Six projects were supported by the Anti-Racism Fund, four of which were led by Arts and Sciences faculty (Cultural heritage mini exhibits, Study of student and faculty experiences with racism on campus <ul style="list-style-type: none"> <li>• Oral history collection of experiences of alumni students of color</li> <li>• Collaboration between Fitchburg students, local elementary schools, and community partners related to the Abolitionist Park</li> <li>• Creation and examination of virtual reality as an anti-racist training tool</li> <li>• Community building for faculty of color</li> <li>• Heritages of Change: Curatorial Exhibition</li> <li>• Students of Color and Faculty focus groups in Behavioral Sciences</li> </ul>
Refine new CTL structure, including targeted faculty development in Advising	Megan Krell served as the Faculty Area Lead for Advising for the CTL. Advising calendars were distributed to faculty to assist with their planning and presentations/discussions related to General Education advising were hosted.
Implement work of HEIF grant, including Multilingual Peer Mentoring program	Ongoing

Refine new CTL structure, including targeted faculty development in Inclusive Excellence pedagogies	Diego Ubiera served as the Faculty Area Lead for Inclusive Excellence. Presentations/discussions on inclusive excellence were offered and an inclusive excellence reading group was created.
Expand departmental collaboration with colleagues on Davis Grant to identify career competencies	Ongoing
Pending outcome of NEH <i>Infrastructure and Capacity Building grant</i> , develop academic programming for the Theatre Block and the Fitchburg Art Museum, providing high-impact internship and other learning opportunities in Economics, Professional Writing, Art/Music/Theatre programs. Increase participation in Community Ensembles	Grant was not funded but plans are underway to re-apply.
Strengthen city and regional collaborations related to the area's social and economic development through the Fitchburg Local Innovation Project	Work was slowed by COVID and sabbaticals.
Strengthen regional collaborations in the Arts and Humanities with sister and 2-year campuses	Ongoing
Make Digital Humanities a distinction of Fitchburg State by expanding visibility and dedicated space in current CTL library room, for digitally-enhanced faculty and student work.	Ongoing

**VIII Other Accomplishments:**  
*Addressed in Programs/Activities Above*

**IX Action Plan 2022-2023:**

Planned Initiatives for 2022-23	Associated Strategic Plan Goal & Strategy Goal # followed by Strategy # ex: 3.2	Indicate if a DEI initiative
Collaborate with academic departments to pursue curricular redesigns that differentiate the BA from the BS beyond the language requirement	Goal 1.1	
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
Collaborate with each of the programs to explore the possibility of a more standardized department onboarding program	Goal 2.1 Goal 2.3 Goal 4.2 Goal 4.3 Goal 4.4	x
Support faculty teaching and scholarship	Goal 2.1 Goal 3.5 Goal 4.3 Goal 4.4 Goal 4.7	
Expand opportunities for student HIP	Goal 1.2	x
Continue to explore new transfer and articulation agreements with Community Colleges	Goal 2.4	x
Explore transfer credit opportunities with local high schools	Goal 2.4	x
Continued alignment of General Education with majors	Goal 1.1	
Work with HR on updating faculty hiring process	Goal 4.1	x
Complete development and see through campus governance two new IDIS majors: Expressive Arts Therapies and Arts Entrepreneurship and Management (formerly IDIS concentration in Humanities)	Goal 1.4	
Work with departments and CPS to explore options for additional certificate programs	Goal 1.5 Goal 5.4	
Complete and implement Articulation Agreement with Rhein Waal University in Germany	Goal 1.2 Goal 1.3	
Pending outcome of NEH Infrastructure and Capacity Building grant, develop academic programming for the Theatre Block and the Fitchburg Art Museum, providing high-impact internship and other learning opportunities in Economics, Professional Writing, Art/Music/Theatre programs. Increase participation in Community Ensembles	Goal 1.4 Goal 1.6 Goal 3.2 Goal 3.4 Goal 3.5 Goal 3.6	
With the Program Area for General Education, continue development and implementation of new model of General Education programmatic assessment	Goal 1.1	
Continue to support the development of new General Education courses, particularly integrative/high impact practice courses	Goal 1.1	

Support diversity pedagogies and campus programming through the Deans' Anti-Racism Fund	Goal 1.4	x
Work with Humanities Department, Media Team, and Enrollment Management offices to increase exposure and access to Fitchburg State music performance opportunities for current, new, and prospective students as well as community members and alumni.	Goal 3.6 Goal 5.5	
Continue work with Sociology Program to develop an applied learning capstone, after which all programs in Arts and Sciences will include an intentional culminating experience	Goal 1.2	x
Continue work with Communications Media and Humanities on renovation plans for Conlin.	Goal 6.5	
Work with CTL to educate faculty regarding Active Learning Classrooms and work with Registrar to develop process for room assignments	Goal 4.3 Goal 4.4	
Implement work of HEIF grant, including Multilingual Peer Mentoring program	Goal 2.2	x
Expand departmental collaboration with colleagues on Davis Grant to identify career competencies	Goal 2.5 Goal 5.1	x
Pending outcome of NEH <i>Infrastructure and Capacity Building grant</i> , develop academic programming for the Theatre Block and the Fitchburg Art Museum, providing high-impact internship and other learning opportunities in Economics, Professional Writing, Art/Music/Theatre programs. Increase participation in Community Ensembles	Goal 1.4 Goal 1.6 Goal 3.2 Goal 3.4 Goal 3.5 Goal 3.6	
Strengthen city and regional collaborations related to the area's social and economic development through the Fitchburg Local Innovation Project	Goal 3.3 Goal 3.4	x
Strengthen regional collaborations in the Arts and Humanities with sister and 2-year campuses	Goal 3.6	x (perhaps)
Make Digital Humanities a distinction of Fitchburg State by expanding visibility and dedicated space in current CTL library room, for digitally-enhanced faculty and student work.	Goal 1.4 Goal 4.3 Goal 4.4	x (perhaps)
Continue work with other Deans, Institutional Research and Planning, and the Registrar on improving workload management	Goal 4.7	

## X Reflection:

The School of Arts and Sciences changed leadership over the summer due to transitions in Academic Affairs leadership, however I felt supported both by upper administration as well as school chairs and faculty. In terms of the academic year, chairs and faculty reported that COVID continued to be a concern on campus—both for students as well as

faculty. While the campus opened up further in the spring semester, faculty and chairs reported that the spring seemed to be especially challenging for students. Faculty worked hard to keep students engaged and to reach out to students who were no longer attending class or participating. The general consensus was that students were having great difficulty transitioning back to more traditional-style schooling and expectations. In the coming year, we need to continue discussions about options related to technology, modality, and pedagogy that will best serve students in a variety of classes.

Despite the additional work created by COVID and the needs of their students, faculty continued to engage in impressive scholarship and artistic work. A large range of performances, exhibitions, panels, and talks brought life to the campus and showcased the expertise of our faculty. In another difficulty year, our faculty have demonstrated a dedication both to their students as well as to their own scholarship and creative practice and the college community.