

2022-2023
Unit Annual Report
Division of Academic Affairs
Unit: School of Health and Natural Sciences

I Mission and Goal/Outcomes Statement:

Provide overall Mission/Goal Statement for your unit.

The mission of the School of Health and Natural Sciences is to help students develop the skills and habits of mind necessary for scientific inquiry and analysis in their professional, personal and civic lives. Faculty experts and engaged staff in the fields of biology, chemistry, earth and geographic sciences, exercise and sports science, mathematics, physics, psychological science, and nursing support students via foundational learning in the general education curriculum and mastery of content in a variety of majors. Our faculty offer classroom, laboratory, and clinical instruction as well as research opportunities in the sciences and health professions. Faculty and staff collaborate across the University and beyond to offer interdisciplinary learning opportunities.

II Personnel:

List all staff and note all personnel changes that occurred during 22-23.

<u>Name</u>	<u>Position</u>
Patricia LaFontaine	Administrative Assistant to the Dean
Jennifer Hanselman, Ph.D.	Dean (start date July 3, 2022)

III Facilities/Equipment:

List any new facilities/equipment/software etc. acquired during 22-23.

The Dean's office was moved in January 2023 from Percival Hall to Thompson Hall (108). Thompson Hall is still under renovation, scheduled to be fully operational in August 2023.

IV Budget Expenditure Analysis:

Was the budget expended as planned? Were additions/changes made, and if so, explain.

FY2023 funds were spent on items aligned with the initiatives established during 2022-2023. Funds were allocated to the students through meetings and events, travel to external meetings, and work related to student success, curricular innovation and research.

V Programs/Activities:

List major campus activities, events etc. that the office participated in/supported; committees served; community outreach; etc. List events provided to current and prospective students. Also, provide professional development of all staff.

Building a Sense of Community in the School of Health and Natural Sciences

- Fall 2022, Spring 2023 All-School Meetings
- Weekly emails to Department Chairs (August – May)
- Developed and facilitated the HNS Student Ambassador program (18 students participated, representing all HNS departments)
- Established HNS Dining Together program in Spring 2023
- Attended at least one department meeting for all HNS departments
- Met with HNS Staff in Fall 2022
- Attended department events, career nights, Professional Development Day, campus events

Recruitment

- Collaborated with Admissions and received access to Slate.
- Beginning in February, prepared weekly funnel reports and deposit trend data for all department chairs (at school and department/major level).
- Attended all Open Houses and Future Falcon Days
- Invited HNS Student Ambassador participation in all events
- Organized “Email-a-thon” with HNS Student Ambassadors to reach all Accepted, Non-Deposited students.

Supporting Curricular Innovation

- Served as the University’s point person for EAB Watermark Insights
- M.S. Construction Management (at BHE approval phase)
- Development of an interdisciplinary Data Analytics minor
- Lean Construction course/ exam preparation in collaboration with SGOCE and AGC
- Exploring EXSS Strength & Conditioning M.S. degree option (EAB Market Insights)
- Discussed curriculum proposals with department chairs prior to AUC

Retention

- Piloted Embedded Tutoring Program in Anatomy & Physiology and Chemistry for the Health Sciences
- Developed and facilitated the HNS Student Ambassador program (18 students participated, representing all HNS departments)
- Led HNS Departments (BIO/CHEM, EGS, ENGT, MATH) through their 2022-2023 AIF work to create definitions and streamlined processes for internships and research experiences and created a job description for new HIP Coordinator
- Submitted an UIF proposal (2023-2024) to formally develop a Health Professions Meta Advising and Mentorship Program.
- Worked with Math, Student Success regarding Math Pathways data and Math Placement analyses

Expanding and Enhancing External Partnerships

- Articulation agreements signed: Husson University (DPT), MCPHS (DPT), Monty Tech, MWCC (Allied Health)
- Articulation agreements in development: Springfield Technical Community College
- Industry partnerships formally established: AIS, Inc, MassBioEd, Massachusetts Biomedical Institute, Tough Stuff Recycling, UMass Chan, UMass Health Alliance; AGC-MA
- Partnerships in development: Consigli, Bristol-Myers Squibb, Charles River Lab, Abbvie, Red Hat Academy, St. Vincent Hospital
- Industry Advisory Boards: Nursing, Biotechnology, Engineering Technology, Computer Science
- Outreach: STEM Week; Served as Massachusetts Region 1 Science & Engineering Fair Judge; Central Massachusetts STEM Network; North Central Chamber

HNS Internal and External Grant Funding

Proposal Title	Funder	Status	Amount
Moderna Research Fellows Program	Moderna Charitable Foundation	Awarded 5/2/2023	\$56,151.00
Collaborative Research: Normalizing Ethical Reasoning in Mathematics as a Foundation for Ethical STEM	National Science Foundation	Awarded 8/19/2022	\$55,488.00
S-STEM: Building Institutional Capacity to Support STEM Scholars through the Pedagogy of Real Talk	National Science Foundation	Pending	\$1,000,000
MA Skills Capital Grant Program – FY24 Tech & Equipment	MA Workforce Skills Cabinet	Pending	\$ 500,000.00
MLSC Workforce Development Capital Grant Program	Mass Life Sciences Center	Pending	\$ 746,316.33
Establishing a Simulation Laboratory within a Competency-Based Curriculum (Years 1&2)	Elaine Nicpon Marieb Foundation	Pending	\$ 575,818.00
NIH Research Enhancement Award	National Institute of Health	Pending	\$ 485,000.00
Preparing a Diverse Nursing Workforce through Competency-Based Education and Assessment	Health Foundation	Pending	\$ 69,700.00
Health Professions Meta Advising and Mentorship Program	Fitchburg State University's University Innovation Fund	Pending	\$103,335
AY 2023-2024 Total Awarded (as of 05/31/2023)	\$ 111,639.00		
AY 2023-2024 Pending	\$ 3,480,169		

Operations/Committees

- Served as Institutional Official for all compliance committees (IRB, IACUC, IBC)
- **Committees:** Institutional Review Board (*ex-officio*); Institutional Animal Use and Care Committee (*ex-officio*); Institutional Biosafety Committee (*ex-officio*); AUC- Curriculum Committee; Safety Committee; Sustainability Committee; CCE Workgroup; CCE Workgroup Community Engagement subcommittee; Provost Council; NEH Summer Stipend application review committee; AIF 2023-2024 Review Committee; Global Ambassador Scholarship review committee; HEIF grant working group
- **Invited remarks:** SGOCE Retreat in Gardner (8/2/2022); Mass Citizen Climate Forum/Congresswoman Trahan panel introductory remarks (10/19/2022); Introduced STEM Week Panel (10/18/2022); Nursing Department White Coat Ceremony (01/19/2023); Mathematics Honors Society induction (04/06/2023); Psychological Science Psi Chi Induction (04/20/2023); Haskins Award (04/14/2023)
- **National, State, and Regional Conferences/Meetings attended:** New England Assessment Network (11/04/2022); Three I's Conference (Chapel Hill, NC; 04/24-04/26/2023); Statewide STEM Deans (monthly); CHIPS and Science Act (05/04/2023; FSU representative); MassTeach Leadership Team (monthly); MassBioEd Life Sciences Workforce Conference (May 31, 2023);
- **Searches Completed:** ENGT Technician (Dan Cheney, hired); Nursing tenure-track position (failed, re-opened/in-progress); Mathematics Foundational Math Specialist (failed first; now successful search/in-progress); Mathematics one-year full-time temporary faculty member (in-progress); Psychological Science one-year full-time temporary faculty member (failed; in-progress); Computer Science tenure-track search (failed; will re-open in Fall 2023).
- **Facilitator:** ENGT Retreat (May 19, 2023)

VI Action Plan for 2022-23:

(Insert your 22-23 Action Plan from last year's report)

***Submitted by former Interim Dean Margaret Hoey**

Planned Initiatives for 2022 – 2023*	Associated Strategic Plan Goal & Strategy	Indicate if a DEI initiative
Assessment of, and possible revision of, the School of Health and Natural Sciences mission and vision statement		
GOAL ONE: Forge innovative paths to knowledge acquisition, career readiness, social mobility, and lifelong learning		
The academic deans will collaborate with academic departments to pursue curricular redesigns that differentiate the BA from the BS beyond the language requirement, beginning in AY22.	1	
Academic departments will undertake an evaluation of program course numbers beginning in AY23 to ensure numbers are consistently applied to indicate lower and upper-level courses.	1	
Academic deans will work with chairs to evaluate major requirements and open up space for elective options. A summary report of findings will be produced for every program by Fall 2024.	1	
Alignment of the Gen Ed curriculum with majors throughout the school. The General Education Program Area will implement an Assessment Plan by AY23	1.1	
Collection of assessment data for programs absent from the NECHE Data Forms. Specifically, VocED and Computer Science Master's programs. The new PROD Certificate needs to have assessment implemented simultaneously with the implementation of the program	1	
Support the Health Professions Advising program under the leadership team of Ron Krieser and Monica Maldari. Begin the development of program outcomes by which the success of the program may be measured.	1.2	X
Explore potential additional external Health Professions partnership agreement(s) (articulation or similar agreement) with regional institutions.	1.2	X
In conjunction with the Davis Foundation Grant, career core competencies will be identified and mapped which will allow students to articulate their preparedness for the world of work. Biology and Chemistry, Mathematics, Earth and Geographic Sciences, and Engineering Technology will continue to participate in the program. Psychological Science	1.2 2.5	

will begin mapping their career competencies this academic year.		
Expand applied learning or high impact practice opportunities for students, in particular, undergraduate research.	1.2	
Actualize the Career competency results; identify ways to ensure equitable access to high impact practices. Develop learning outcomes for high impact practices.	1.2 2.5	
Work with MASS Life Sciences to place students in internships, obtain new equipment, and provide industry desired workforce development.	1.2	
Connect successful outreach activities with the Corporate and Community Engagement Working Group.	1.2 2.5	
Connect successful outreach activities to facilitate internship and career opportunities for students at the department level to the Career and Advising Center.	1.2 2.5	
Increase student engagement with support for clubs and career events. Expand contact with alumni.	1.2	
Develop a new Data Science and Statistics program at Fitchburg State. This program would be IDIS with Mathematics, Computer Science, and Earth and Geographic Sciences.	1.3	
Broaden the themed campus-wide approach to curriculum opportunities by building an inventory and expanding course offerings associated with sustainability and climate change.	1.2	
Possible IDIS collaborations among members of the campus community will be considered. A potential collaboration with ENGT and EGS under Applied Science and Technology will be explored.	1.3	
The finalization and implementation of an on-line Psychological Science major through SGOCE.	1.4 1.7 5.4	
Strength and Conditioning program in EXSS. Program will complete their self-study for accreditation.	1.4	
Strength and Conditioning 4 + 1 program in EXSS explored with SGOCE. Consider a Master's degree in same.	1.4	
Potential certificates will be explored in Nursing, Public Health, and Environmental Science.	1.5 1.6	
Develop Certificate programs within Engineering Technology. The PROD Certificate has been passed but additional course sequences for more advanced work need to be developed.	1.5 1.6	
Expand modalities of course delivery to consider how more flexible options could be structured into our traditional course	1.7	

offerings to allow for greater access by undergrad day students as well as non-traditional or older students.		
Completion of the Voc Education program review. Development of a plan of action to stabilize and expand this program.	1.4	
Collaboration with Humanities to incorporate Medical Spanish into Health Assessment	1.4	X
Begin revision of the NURS curriculum to coincide with changes to AACN Essentials: Core Competencies for Professional Nursing Education	1.4	
GOAL TWO: Become a model student-ready university and narrow the achievement gap		
Continue the implementation of holistic admissions in Nursing	2.1	X
Participate in developing Early College cohorts and Early College pathways to entry into college. This pathway needs greater support and offerings from throughout the school.	2.1	X
Revisit the concept of a STEM Success Center, work with the Advising Center and Student Success Office to develop a multi-modality platform for STEM tutoring and support.	2.2	X
Support the professional development for faculty and staff to gain knowledge and skills to build equitable systems that are culturally sensitive and eliminate the achievement gap for our underrepresented student population.	2.2	X
Continue the Academic Dean's Anti-Racism Fund. The fund will be a coordinated activity among the four academic Schools and the Amelia V. Gallucci-Cirio Library to support campus-wide and community-based anti-racism and anti-bias initiatives.	2.3	X
Inclusive Excellence for Student Success: Grant and discussion group focused on STEM students will continue in Biology and Chemistry.	2.1 2.3	X
Make FSU's majors more transfer-friendly and simplify the pathway and process for transfer students matriculating into the University.	2.4	
Identify barriers to completion within programs of study for transfer students.	2.4	
Develop pathways for careers in STEM. Identify new potential transfer and articulation agreements.	2.4	
Participation of Faculty in Real Talk Faculty Academy.	2.1 2.3 4.4	X
GOAL THREE: Be an engine of social, economic, civic, and cultural development in our city and region.		

Development of partnerships for clinical placements in Nursing.	3.3	
Continue to build relationships with our corporate partners through the Corporate and Community Engagement Committee.	3.3	
GOAL FOUR: Establish inclusive excellence, innovation, and environmental stewardship as signature strengths		
Academic deans will work with departments to develop strategies to increase diversity in faculty and staff, with support from Human Resources. Deans will report recommendations and implement the plans for recruitment in AY23.	4.1	
Continue with the modernization of the ENGT laboratories into model manufacturing “maker spaces”.	4.7	
Members of the FSU community will be stewards of the environment and will work together to make FSU a greener campus that embraces environmentally sustainable practices.	4.6	
Inventory and expand course offerings associated with sustainability and climate change.	4.6 6.5	
Continue to expand and utilize the new SIM Nursing Center.	4.7	
Equipment heavy departments continue to develop a maintenance and refresh cycle.	4.7	
GOAL FIVE: Assert our distinctive value proposition and institutional learning outcomes boldly and widely		
Develop a STEM recruitment Day with Admissions in order to increase the visibility of the School of HNS programs.	5.3	
Focus on enrollment strategies. Add career competencies where appropriate, provide material to enrollment service for recruitment, provide more campus experiences for potential students.	5.6	
Expand availability and utilization of open educational resources (OER) to reduce learning- related costs for students	5.7	X
GOAL SIX: Steward physical and financial resources responsibly and navigate a path to long-term organizational sustainability		
Implement and integrate Academic Performance Solutions as a tool to use data to drive decisions within the school.	6.2	

Oversee the three academic compliance committees, IACUC, IBC, and the IRB. CITI training guides will be updated. Policies will be reviewed and updated as needed.		
Explore and write a Responsible Conduct of Research Training policy that will suffice for grant agencies.		
Provide for faculty training on grants budgets		

VII Assessment Report for 2022-23

Were the Action Plan objectives met? Provide in list or table format that parallels item VI above.

Planned Initiatives for 2022 – 2023*	Were the proposed objectives met? Why/why not
Assessment of, and possible revision of, the School of Health and Natural Sciences mission and vision statement	No - Ongoing conversations about changing school structure
GOAL ONE: Forge innovative paths to knowledge acquisition, career readiness, social mobility, and lifelong learning	
The academic deans will collaborate with academic departments to pursue curricular redesigns that differentiate the BA from the BS beyond the language requirement, beginning in AY22.	Yes, ongoing - NECHE projection/objective is at the institutional level and working with other deans.
Academic departments will undertake an evaluation of program course numbers beginning in AY23 to ensure numbers are consistently applied to indicate lower and upper-level courses.	Yes, ongoing - NECHE projection/objective is at the institutional level and working with other deans.
Academic deans will work with chairs to evaluate major requirements and open up space for elective options. A summary report of findings will be produced for every program by Fall 2024.	Yes, ongoing – NECHE projection/objective is at the institutional level and working with other deans.
Alignment of the Gen Ed curriculum with majors throughout the school. The General Education Program Area will implement an Assessment Plan by AY23	Yes, ongoing – an institutional goal and will partner with other deans and Gen Ed Program Area Chair
Collection of assessment data for programs absent from the NECHE Data Forms. Specifically, VocED and Computer Science Master’s programs. The new PROD Certificate needs to have assessment implemented simultaneously with the implementation of the program	Not yet – will collaborate with SGOCE and departments
Support the Health Professions Advising program under the leadership team of Ron Krieser and Monica Maldari. Begin the development of program outcomes by which the success of the program may be measured.	Yes, ongoing - worked collaboratively and advocated to formalize this work within a Health Professions Meta Advising and Mentorship Program. Internal funding requested (TBD)
Explore potential additional external Health Professions partnership agreement(s) (articulation or similar agreement) with regional institutions.	Yes, ongoing - worked collaboratively and advocated to formalize this work within a Health Professions Meta Advising and Mentorship Program. Internal funding requested (TBD)

In conjunction with the Davis Foundation Grant, career core competencies will be identified and mapped which will allow students to articulate their preparedness for the world of work. Biology and Chemistry, Mathematics, Earth and Geographic Sciences, and Engineering Technology will continue to participate in the program. Psychological Science will begin mapping their career competencies this academic year.	Yes, departments collaborated with Career Services and Advising to accomplish this work.
Expand applied learning or high impact practice opportunities for students, in particular, undergraduate research.	Yes, ongoing – expanding partnerships and worked collaboratively with departments to develop a HIP Coordinator position description (AIF-funded work). Submitted Moderna Foundation grant (funded).
Actualize the Career competency results; identify ways to ensure equitable access to high impact practices. Develop learning outcomes for high impact practices.	Yes, partially – learning outcomes for HIPs were developed.
Work with MASS Life Sciences to place students in internships, obtain new equipment, and provide industry desired workforce development.	Yes – expanded relationship with MLSC Internship Challenge director and increased the number of applications; submitted MLSC Workforce Capital grant
Connect successful outreach activities with the Corporate and Community Engagement Working Group.	Committee participation
Connect successful outreach activities to facilitate internship and career opportunities for students at the department level to the Career and Advising Center.	Yes, all AIF work to expand opportunities involved Career and Advising Center.
Increase student engagement with support for clubs and career events. Expand contact with alumni.	No, this involves multiple
Develop a new Data Science and Statistics program at Fitchburg State. This program would be IDIS with Mathematics, Computer Science, and Earth and Geographic Sciences.	Yes, but program shifted to an interdisciplinary Data Analytics minor hosted by Mathematics.
Broaden the themed campus-wide approach to curriculum opportunities by building an inventory and expanding course offerings associated with sustainability and climate change.	Not discussed
Possible IDIS collaborations among members of the campus community will be considered. A potential collaboration with ENGT and EGS under Applied Science and Technology will be explored.	Not discussed
The finalization and implementation of an on-line Psychological Science major through SGOCE.	Was finalized prior to July 1, 2022.
Strength and Conditioning program in EXSS. Program will complete their self-study for accreditation.	Yes -Program launched, exploring M.S. program. EAB market insights

	submitted and reviewed. Self-study delayed until 2023-2024.
Strength and Conditioning 4 + 1 program in EXSS explored with SGOCE. Consider a Master’s degree in same.	Ongoing, EAB market insights submitted and reviewed.
Potential certificates will be explored in Nursing, Public Health, and Environmental Science.	No, not yet discussed.
Develop Certificate programs within Engineering Technology. The PROD Certificate has been passed but additional course sequences for more advanced work need to be developed.	PROD certificate program in development with SGOCE.
Expand modalities of course delivery to consider how more flexible options could be structured into our traditional course offerings to allow for greater access by undergrad day students as well as non-traditional or older students.	No, need to expand this conversation with faculty and SGOCE.
Completion of the Voc Education program review. Development of a plan of action to stabilize and expand this program.	Yes, external reviewer completed report; conversations regarding action plan commenced with stakeholders. More discussion and plan of action needs to be finalized.
Collaboration with Humanities to incorporate Medical Spanish into Health Assessment	No, this was not addressed.
Begin revision of the NURS curriculum to coincide with changes to AACN Essentials: Core Competencies for Professional Nursing Education	Yes, department is working on these changes.
GOAL TWO: Become a model student-ready university and narrow the achievement gap	
Continue the implementation of holistic admissions in Nursing	Focus on increased recruitment and retention in Nursing.
Participate in developing Early College cohorts and Early College pathways to entry into college. This pathway needs greater support and offerings from throughout the school.	Yes, ongoing – collaborating with Monty Tech for an articulated course in Anatomy & Physiology.
Revisit the concept of a STEM Success Center, work with the Advising Center and Student Success Office to develop a multi-modality platform for STEM tutoring and support.	Not exploring this in this form at this time.
Support the professional development for faculty and staff to gain knowledge and skills to build equitable systems that are culturally sensitive and eliminate the achievement gap for our underrepresented student population.	Yes, ongoing at institutional level. “Real Talk” faculty cohorts will continue to work with departments.
Continue the Academic Dean’s Anti-Racism Fund. The fund will be a coordinated activity among the four academic Schools and the Amelia V. Gallucci-Cirio Library to support campus-wide and community-based anti-racism and anti-bias initiatives.	Yes, ongoing.

Inclusive Excellence for Student Success: Grant and discussion group focused on STEM students will continue in Biology and Chemistry.	Yes, group reported their results on Development Day (May 23, 2023).
Make FSU's majors more transfer-friendly and simplify the pathway and process for transfer students matriculating into the University.	Ongoing, this will need to be addressed at a department-level in particular majors that have a high number of credit hours. NECHE projections work will help facilitate that process.
Identify barriers to completion within programs of study for transfer students.	See above.
Develop pathways for careers in STEM. Identify new potential transfer and articulation agreements.	Partially and ongoing -Pathways for careers is being developed as part of the Davis Foundation grant and in partnership with industry. New transfer and articulation agreements have been developed for both undergrad admission and post-baccalaureate options.
Participation of Faculty in Real Talk Faculty Academy.	Yes, cohort 4 is participating (institutional level work)
GOAL THREE: Be an engine of social, economic, civic, and cultural development in our city and region.	
Development of partnerships for clinical placements in Nursing.	Yes, ongoing – Health Alliance expanded their commitment. St. Vincent's Hospital is in development.
Continue to build relationships with our corporate partners through the Corporate and Community Engagement Committee.	Not yet – work has not expanded with corporate partners as a result of the CCE. The foundation for that work has begun.
GOAL FOUR: Establish inclusive excellence, innovation, and environmental stewardship as signature strengths	
Academic deans will work with departments to develop strategies to increase diversity in faculty and staff, with support from Human Resources. Deans will report recommendations and implement the plans for recruitment in AY23.	Yes, ongoing – NECHE projection (institution).
Continue with the modernization of the ENGT laboratories into model manufacturing “maker spaces”.	No, but ongoing – expanding opportunities to secure resources. Need more information about projected Conlon work.

Members of the FSU community will be stewards of the environment and will work together to make FSU a greener campus that embraces environmentally sustainable practices.	Yes, ongoing - increased recycling efforts on campus this year. Introduced recycling in a limited amount to dorms and during events. Recycling panel in fall 2022.
Inventory and expand course offerings associated with sustainability and climate change.	Not addressed.
Continue to expand and utilize the new SIM Nursing Center.	Yes, Sim Center has expanded its use since 2021.
Equipment heavy departments continue to develop a maintenance and refresh cycle.	Ongoing
GOAL FIVE: Assert our distinctive value proposition and institutional learning outcomes boldly and widely	
Develop a STEM recruitment Day with Admissions in order to increase the visibility of the School of HNS programs.	Yes, but not in this way – we offered a STEM Shadow Day during STEM Week and then again as part of the Admissions program. There were major-specific tour days in collaboration with the departments.
Focus on enrollment strategies. Add career competencies where appropriate, provide material to enrollment service for recruitment, provide more campus experiences for potential students.	Yes, focused on enrollment strategies with various activities.
Expand availability and utilization of open educational resources (OER) to reduce learning- related costs for students	Yes, ongoing – others are leading this initiative with faculty and would be incorporated in their annual goals.
GOAL SIX: Steward physical and financial resources responsibly and navigate a path to long-term organizational sustainability	
Implement and integrate Academic Performance Solutions as a tool to use data to drive decisions within the school.	No -challenges with the data; will use other data as well to balance data-driven decision-making and data-informed.
Oversee the three academic compliance committees, IACUC, IBC, and the IRB. CITI training guides will be updated. Policies will be reviewed and updated as needed.	Yes, ongoing. Need to do more work in CITI.
Explore and write a Responsible Conduct of Research Training policy that will suffice for grant agencies.	Not this year, will explore requirement.
Provide for faculty training on grants budgets	No, but guided the grant writing process for several

	faculty on grants and assisted with the budget.
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VIII Other Accomplishments:

List accomplishments not already captured above.

Please see list of activities in section V. Due to the changes in school leadership, there were shifts in goals, priorities, and activities.

IX Action Plan 2023-2024:

Planned Initiatives for 2023-24	Associated Strategic Plan Goal & Strategy Goal	Indicate if a DEI initiative
Building a Sense of Community in the School of Health and Natural Sciences		
Continue HNS communications at the School, department chair through All-School meetings and email	4.5, 5.6	
Continue and improve HNS Student Ambassador Program	4.2	
Continue HNS Dining Together Program	4.2	X
Plan a guest speaker series and other events that brings together the faculty, staff, and students	1.2, 1.3, 1.4	
Plan an engaging, well-attended STEM Week	1.2, 1.3, 1.4, 3.6	x
Recruitment		
Enhance academic collaboration and communication with the Admissions office and Student Affairs	2.6, 5.3, 5.6	
Continue work with Slate data to provide analysis regarding yield and trends to HNS department chairs throughout the recruitment cycle.	5.6	
Working with Department Chairs and HNS Student Ambassadors, incorporate “What Makes Us Great” into recruitment opportunities, on and off-campus	2.6	
Continue multi-faceted efforts to recruit students – STEM Shadow Days, specialized tours, Email-a-thons, etc.	2.6	
Supporting Curricular Innovation		
Support ENGT in curricular change process and alignment to ABET standards.	1.2, 1.4	
Support Biology & Chemistry to identify new courses/minors and collaborations which will help prepare our students for a vibrant industry (e.g.	1.2, 1.3, 1.4	

Bioinformatics, animal husbandry, biotech management)		
Support Psychological Science as they roll out the new curriculum in Fall 2023.	1.2, 1.4	
Support Exercise and Sport Science through their self-study and possible M.S. Strength & Conditioning program.	1.2, 1.4, 6.2	
Support the new, interdisciplinary Data Analytics minor (Math, CS, EGS).	1.2, 1.3, 1.4	
Support Nursing’s shift to competency-based outcomes.	1.2	
Work with all programs to identify innovative, interdisciplinary courses, minors, and certificates that meet the needs of the workforce.	1.2, 1.4, 1.7, 6.2	
Work collaboratively to support the alignment of the Facilities Master Plan to the academic program plans within the School of Health and Natural Sciences	6.5	
Retention		
Launch multifaceted Health Professions Meta Advising and Mentorship Program	2.1	
Work collaboratively with Mathematics, Student Success, and Institutional Research to analyze Math Pathways and Math Placement success.	1.1	x
Expanding and Enhancing External Partnerships		
Identify new industry and educational partners for all departments.	3.1, 3.2, 3.3	
Enhance alumni relations through the development of a School newsletter.	3.6	
Formalize internship agreements with industry partners.	3.1, 3.2, 3.3	
Develop new articulation agreements and dual enrollment agreements	3.1, 3.2, 3.3	
Bolster support for high-impact practices		
Identify and support a new High-Impact Practice Coordinator.	1.2, 1.3, 1.4	

Continue to assist departments in pre- and post-award support.	4.5, 4.4	x
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Updates to the Action Plan may be submitted via a revised Annual Report.

X Reflection:

Take this section to reflect on--

1) *Initiatives that you may be considering for 23-24 academic year that you did not already capture above.*

After reading the department annual reports, discussing this report with the Provost, and continuing to reflect upon the year, I am sure I will be revising this report in the coming weeks.

2.) *Anything else not captured in this report that you would like to share.*

The School of Health and Natural Sciences currently includes eight departments: Biology & Chemistry, Computer Science, Earth & Geographic Sciences, Engineering Technology, Exercise & Sport Science, Mathematics, Nursing, and Psychological Science. As of July 1, 2023, the School of Business & Technology will be reconstituted under my leadership, therefore shifting the composition of HNS. Those changes will be reflected in the next annual report.