

2022-2023
Unit Annual Report
Division of Academic Affairs
Unit: Provost's Office

I Mission and Goal/Outcomes Statement:

Provide overall Mission/Goal Statement for your unit.

Provides strategic leadership and organizational support for the educational mission of the university, including oversight of the quality and practices associated with the student academic experience (undergraduate, graduate and professional) and faculty development and support.

II Personnel:

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

<u>Name</u>	<u>Position</u>	
Patricia A. Marshall	Provost/VPAA	Began July 18, 2022
Franca Barricelli	AVPAA	Permanent appointment (from interim) in October 2022
Joanne Rivard	Staff Assistant to the Provost	
Deresa Webb	Staff Assistant to the AVPAA	

III Facilities/Equipment:

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

Thompson deans' suite renovated.
College Scheduler, Primo, and Alma

IV Budget Expenditure Analysis:

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

Budget was expended as planned.

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.

Faculty Development activities included three in-person Faculty Development Days (September, January, and May), a two-day Chairs' Workshop (August) and a two-day New Faculty Orientation (August) on the cusp of the new academic year. Organized and executed the nine-month New Faculty Academy, with events for first-year faculty members throughout the academic year. Collaborated with others to organize and execute the Undergraduate Research Conference and monthly CTL faculty development events.

Recruitment activities included our support and participation in Admissions Open Houses, first-year and international Student Orientations.

Curriculum: Submitted all required program approvals to the BHE with successful approval notification. Shifted all General Education-related curricular modifications (student petitions, topics course proposals, etc.) to this office.

Advancement: Met with prospective donors, resulting in grants to support students on unpaid internships, student success and registration initiatives.

University-wide operations: Collaborated and oversaw the execution of three successful commencement ceremonies during a time of transition with the university's Events Management office. Developed, presented

and successfully defended proposals through governance for the AY2023-2024 and AY2024-2025 academic calendars. Provided updates and presentations on new academic programming, retention, and the operationalization of the Academic Plan to the Board of Trustees and the Academic Affairs sub-committee of the Board of Trustees.

COMMITTEES	
Provost/Vice President for Academic Affairs	AVPAA
Statewide Chief Academic Officer Group	Executive Committee (EC)
Statewide Collective Bargaining Committee/COP rep.	Provost's Council
FSU Vice Presidents' Leadership Group	All University Committee (secretary)
Executive Committee (EC)	MSCA Professional Development & Retraining Committee (chair)
Provost's Council	Academic Innovation Fund Advisory Committee (<i>ex-officio</i>)
All University Committee	Commencement Committee (co-chair)
Honorary Degree Committee	Undergraduate Research Conference Committee
Leading for Change (co-chair)	CTL Advisory Board
North Central MA Early College Academy Partnership Board	Honors Program Advisory Board
	International Education Advisory Board
	General Education Program Area
	Scholarship Selection Committee: AVGC and Global Ambassadors
	Academic Partnership Leadership Group (with SGOCE)
	Center for Italian Culture Executive Committee and Advisory Board

VI Action Plan for 2022-23:

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

Given the transition between Interim Provost Canney and the arrival of Provost Marshall, no action plan was submitted for 2022-23.

VII Assessment Report for 2022-23

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

See above.

VIII Other Accomplishments:

List accomplishments not already captured above.

Recruitment

- Finalized numerous articulation agreements to facilitate the seamless transfer of students to Fitchburg State, including:
 - Rhein-Waal University of Applied Sciences (Economics/International Business)
 - Husson University (Dr. of Physical Therapy [DPT])
 - MA College of Pharmacy & Health Services (DPT)
 - Montachusett Regional Vocational Technical School
 - Mount Wachusett CC (Allied Health, Liberal Arts/Pre-Law)
 - Bunker Hill CC (English, Global Languages)
 - Bristol CC (Game Design)
 - Holyoke CC (CJ/Police Program)
 - Lynn Vocational Technical Institute (Radio and TV Broadcasting)
- Granted Early College designation for the Athol School District by the joint authority of DHE/DESE. (This designation expands our existing Early College scope with high schools in Fitchburg, Leominster, Gardner, Sizer School, and Templeton's Narragansett Regional High School)

Retention

- Piloted Embedded Tutoring Program in Anatomy & Physiology and Chemistry for the Health Sciences
- Increased number of Academic Integrity Initiatives, including regular library workshops for international students, online tutorials embedded in FYE courses, and professional development sessions for faculty

- Increased the number of faculty participating in and converting their course materials to Open Educational Resources and Open Pedagogy
- Successfully conducted Falcons Helping Falcons and other Individualized communication campaigns for non-registered students
- Enhanced support for academic advising, with collaboration with the CTL and ACT
- Facilitated student engagement with ACT by creating individualized tutor appointment campaigns in NAVIGATE for students with incompletes, attendance alerts, and Midterm Deficiency Alerts

Assessment

- Received successful 10-year reaccreditation by the New England Commission of Higher Education (NECHE)
- Completed Association for Advancing Quality in Education Preparation (AAQEP) self-study for 10 undergraduate and graduate programs in Education
- Launched assessment of the new General Education program for Learning Outcomes in Information Literacy, Reading, Writing, and Integrative Learning (NECHE commitment)
- Mapped goals of Academic Plan to Key Performance Indicators in the campus Strategic Plan
- Concluded Program Reviews with Action Plans for two departmental programs.

Curricular Innovation

- Received unanimous BOT approval for MS in Construction Management, with unanimous approval for fast-track by the Board of Higher Education (6/20/23)
- Launched new Digital Media Innovation program, with 8 declared majors in first year and 10 additional applicants not yet registered (vs 5 anticipated majors in the first year, per the Letter of Intent)
- Developed and successfully passed through governance innovative interdisciplinary programs that repackage existing courses to align campus expertise with workforce development, including
 - Expressive Arts Therapies major, with concentrations in Music, Drama and Visual Art
 - Creative Arts Enterprise major, with concentrations in Music, Theater, and Visual Art
 - Data Analytics Minor
 - Political Journalism minor
 - Concentration in Information Systems Management
 - Concentration in Cybersecurity
- Initiated campus dialogue about generative AI and Chat GPT through the CTL and its Summer Institute
- Online History graduate program named an OnlineU “most affordable online degree in History”

Expanding/Enhancing External Partnerships

- Expanded the number of industry/agency partnerships for student internships and other high-impact practices. Select partnerships include
 - AIS, Inc
 - MassBioEd
 - MA Biomedical Institute
 - Tough Stuff Recycling
 - UMass Chan
 - UMass Health Alliance
 - AGC-MA
 - ESPN (New Britain, Connecticut)
 - Skydance Films (Hollywood, California)
 - Fablevision Studios (Boston and Dedham)
 - NBC Marketing (New York)
 - Warner Brother Games (Boston)
 - Anderson Ranch Art Center (Snowmass, Colorado)
 - MA Department of Children and Families
 - Habitat for Humanity
 - United Way Youth Venture
 - MA Department of Mental Health
 - MA Executive Office of Public Safety and Security (EOPSS)
 - Nantucket Police Dept. (Community Service Officer)

- o MA Department of Correction
- o Massachusetts Trial Courts
- o Public school systems of Fitchburg, Leominster, Gardner, Westminster, Lowell, Athol/Roylston, Worcester
- o Aging Services of North Central MA (providing 25 paid internships)

External Grant Funding → Totaling \$2, 615,074

- NEH Infrastructure & Capacity-Building Challenge Grant for Theater Block (\$500,000)
- Massachusetts Higher Education Incentive Funding grant for Faculty/Staff Academy (\$74,965)
- Moderna Research Fellows Program (\$56,151)
- National Science Foundation, Collaborative Research: Normalizing Ethical Reasoning in Mathematics as a Foundation for Ethical STEM (\$55,488)
- Balfour (\$248,921)
- Library administers the Remixing Open Textbooks through an Equity Lens (ROTEL) grant in its third year, through a consortium of 6 MA public higher education institutions. Awarded \$41,500 this year (of a three-year, \$1,300,000 award) by the U.S. Department of Education
- Massachusetts Inclusive Concurrent Enrollment Initiative (MAICEI, \$58,265)
- Dual Enrollment Grant (40,000)
- Department of Elementary and Secondary Education (DESE) Early Literacy Grant (\$41,624)
- Upward Bound Math/Science (\$297,601)
- Transfer Academy Grant (\$28,000)
- MassTeach Grant (\$160,000)
- Early College High School (ECHS, \$169,809)
- Managed Anonymous Grant for Student Success (\$350,000)
- Davis Grant, 3rd year of a 3-year grant (\$39,000)
- American Association of Colleges & Universities (AAC&U) Educational Resources Grant (\$3,750)

Building a Sense of Community within Academic Affairs

- Instituted regular meetings of and presented at the Academic Affairs Sub-Committee of the Board of Trustees
- Stabilized division of Academic Affairs by reconstituting the School of Business and Technology under the leadership of Dean Hanselman and appointed a permanent Dean of Arts and Sciences and Associate Vice President for Academic Affairs
- Strengthened internal Academic Affairs processes and accountability regarding sources of institutional funding, including faculty development (Academic Innovation Funds, Foundation endowments), Alternate Professional Responsibilities (APRs) and stipends, and new/replacement faculty position requests
- Implemented a new Integrated Library Platform (Alma), a new discovery layer (Primo), a redesigned Library website, research guides, and an innovative service called “Controlled Digital Lending”
- Launched new registration software, College Scheduler
- Raised the visibility of faculty scholarship by establishing a unique ORG code for the Center for Faculty Scholarship and formalizing the CFS budget
- Began a campus internationalization plan, in collaboration with the International Advisory Committee
- Instituted open office hours with the provost, with faculty signing up for each available time block

IX Action Plan 2023-2024:

Planned Initiatives for 2023-24	Associated Strat. Plan Goal & Strategy Goal # followed by Strategy # ex: 3.2	Indicate if a DEI initiative
Institutional Learning Priorities review	5.2	
Examining Academic Program Array, including BA/BS, course numbering, and size of	1.4	

programs to allow for electives and facilitate completion in 120 credits		
Gathering data on retention efficacy of FYE	2.1, 2.3	X
Continue with Year Two of General Education program assessment	1.1	
Evaluate pre-registration and orientation for first-year students	2.1, 2.2	
Finalize and operationalize internationalization plan	2.6	
English language support/multilingualism	2.1	X

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.*

We recognize that, in addition to the goals of advancing our strategic and academic plans, we face a number of cultural, high-priority/high-impact issues on which we are committed to working in the coming year. Among these are better integration of the Day school with the School of Graduate, Online, and Continuing Education, academic integrity (including but not limited to the impact of generative AI), the question of instructional modality.

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