

Unit Action Plan

2019-2020

Division: **Academic Affairs**

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

Unit Mission Statement (to be further informed by September 2019 Development Day Discussions):

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.

Goals/Outcomes:

Prepare students for success in the workforce through a university education, which combines a liberal arts education and professional programs. (Strategic Plan Objective 1A)

Develop new academic majors, minors and agreements. (Strategic Plan Objective 1B)

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)

Associated Strategic Plan Goals:

Goal 1: Strengthen Academic Programs

<u>Objectives</u>	<u>Performance Measures/Targets</u>
<p>Seek external, non-Commonwealth funding, support for undergraduate research and/or curriculum development. (Strategic Plan Objective 1A2)</p>	<p>Collaborate in the development of infrastructure that facilitates the submission and management of modest grants or contracts, with some responsibilities potentially at the school level.</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>Seek at least one external grant, via a non-commonwealth funding source, to support faculty and university initiatives.</p>
<p>Complete external partnership agreement(s) (articulation or similar agreement) with at least one new college or university in FY20.</p>	<p>Offer alternative assignment (APR) for at least one new tenure-track faculty member hired for a FY21 start so that they can accelerate their scholarly or research agenda.</p>
<p>Develop a slate of potential new programs for potential inclusion in the next university Strategic Plan.</p>	<p>New agreement in place before Fall 2020 semester.</p>
<p>Continue to pursue faculty and staff hires from diverse, minority or traditional underrepresented backgrounds (Strategic Plan Objective 1D1).</p>	<p>1-3 programs identified</p>
<p>Identify and support appropriate and ongoing efforts to further develop multicultural competencies in students, faculty and staff (Strategic Plan 1D2)</p>	<p>At least one FY20 hire from a diverse, minority or traditionally underrepresented background.</p>
<p>Participate in intentional scheduling of study abroad (Strategic Plan Objective 1D4).</p>	<p>Make decision to proceed with HHMI Inclusive Excellence proposals for Focus Area 1: Meaningful Evaluation of Effective and Inclusive and Teaching during Fall 2020 semester.</p>
	<p>Finalize or execute at least one new study abroad relationship or experience during FY20.</p>

<p style="text-align: center;">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 such as course based undergraduate research experiences, which break down barriers to student success (Strategic Plan Objective 2B)</p>	<p style="text-align: center;">Associated Strategic Plan Goals:</p> <p>Goal 2: Promote Student Success by Breaking Down Barriers</p>
---	---

<p style="text-align: center;"><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 style="text-align: center;"><u>Performance Measures/Targets</u></p> <p>Work with Mathematics Department to achieve 1-semester developmental mathematics course approval through governance.</p> <p>Increase by at least 10% (relative) the number of students completing credit-bearing mathematics pathway courses in their first year at the institution by the end of FY 20, further approaching the BHE goal of 90% by the end of FY21.</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 Health Sciences RLC with a goal of 90% freshman-sophomore retention rate.</p> <p>Complete evaluation of the FY19 STEM & Health Sciences LLC with a decision on how to proceed for FY21 made in Spring 2020 semester.</p>
--	---

<p>Develop systematic means to incorporate research experiences in the regularly scheduled curricula. (Strategic Plan Objective 2B3)</p>	<p>Revisit the concept of a STEM Success Center, with a decision to submit a Strategic Funding Request (if needed before February 2020).</p> <p>Participate in exploring the concept of an Active Learning Classroom,</p> <p>At least one new course-based research opportunity offered in the 2019-2020 academic year.</p> <p>Extend the opportunity for one additional faculty member to attend a course-based undergraduate research workshop in FY 20.</p>
--	--

<p>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>Associated Strategic Plan Goals:</p> <p>Goal 3: Build a University Community that Embraces Civic and Global Responsibility</p>
<p>Objectives</p> <p>Enhance efforts by faculty, staff and administrators to use knowledge and expertise in community service to appropriate regional partners. (Strategic Plan Objective 3A2).</p> <p>Develop strategies to increase and coordinate community partnerships and alumni capacities, particularly as they might embrace changing demographics, in order to provide structure and capacity for civic learning, internships, and career development. Connect with alumni early in their careers to get them involved with current students and to keep them engaged with the university. (Strategic Plan Objective 3A3).</p>	<p>Performance Measures/Targets</p> <p>Explore grant funding opportunities with community partners such as the Boys & Girls Club of Fitchburg and Leominster, Growing Places, and others.</p> <p>By the end of FY20, systematize the release of the semi-annual School of Health & Natural Sciences Alumni Newsletter.</p>

Objectives

Develop institutional or industry partnerships that provide for internship placements for School of Health and Natural Sciences majors. (Strategic Plan Objective 3A1)

Performance Measures/Targets

At least one new non-clinical partner accepting interns by the end of FY20.

Expand industry and healthcare partnerships with at least one new university supporter added in FY20.

<p style="text-align: center;">Goals/Outcomes:</p> <p>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)</p>	<p style="text-align: center;">Associated Strategic Plan Goals:</p> <p style="text-align: center;">Goal 4: Grow and Strategically Align Fitchburg State's Resources</p>
---	--

<p style="text-align: center;"><u>Objectives</u></p> <p>Modest growth in program with available capacity within the context of existing department personnel and T65 budgets (Strategic Plan Objective 4A2).</p> <p>Review graduate, undergraduate, day, and evening offerings to determine appropriate expansion as well as consolidation. (Strategic Plan Objective 4A2).</p> <p>Reevaluate laboratory fee structure for nursing courses. (Strategic Plan Objective 4A5)</p> <p>Examine fee-based nursing student remediation program alternatives (Strategic Plan Objection 4A5).</p>	<p style="text-align: center;"><u>Performance Measures/Targets</u></p> <p>Fall 2020 semester nursing pre-major acceptances at the goal of 90-100.</p> <p>10% increase in the number of freshman Exercise and Sports Science, majors over Fall 2019.</p> <p>Increase incoming freshman Biology majors over Fall 2019.</p> <p>Organize Health Professions Advising group with faculty from multiple departments and develop mission statement and goals.</p> <p>Continue exploring on-line, hybrid or degree completion options in Psychological Sciences and a new major in statistics, data science or a related field. Evaluate contraction or combination of Biology concentrations with low enrollments.</p> <p>Proposed adjustment to clinical fees in FY20.</p> <p>Decision to proceed, and governance proposal (if required) no later than the end of FY20</p>
---	---

