**Unit Action Plan**

**2020-2021**

Division: **Academic Affairs**

Unit: **Arts & Sciences**

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| **Unit Mission:***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.* |

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| **Associated Strategic Plan Goal:****GOAL 1A:** **STRENGTHEN ACADEMIC PROGRAMS** | **Goals/Outcomes: Prepare students for success in the workforce liberal arts and professional education (1A)****1A1**. Align Liberal A&S curriculum with skills valued in the workforce.**1A2.** Increase collaboration in academic programs through team teaching, learning communities, interdisciplinary course development, and research opportunities; support high-impact learning experiences. |
| **Objectives:**Continue the implementation of LA&S as a program; beyond approving individual courses, create a locus to underscore general education as part of the institutional mission to educate students broadly, support the major, and provide professional/workplace skills. (1A1)Work with campus to integrate Institutional Learning Priorities as a framework for new strategic plan (1A1-ish) | **Performance Measures/Targets:**Creation of a Program Area for the LA&S curriculum; CTL programming specific to LA&S learning outcomes and programmatic assessment. See ILPs through campus implementation (whether governance or not) (AUC) |

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| **Associated Strategic Plan Goal:****GOAL 1C:** **STRENGTHEN ACADEMIC PROGRAMS**  | **Goals/Outcomes: Make innovative use of developing technologies****appropriate for students of the 21st century (1C)**

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| **1C1.** Encourage a culture of experimentation and innovation with instructionaltechnologies through operational & structural improvements and academic initiatives**1C2:** Encourage the use of alternative educational materials to reduce the cost for students |

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| **Objectives:**Make Digital Humanities a distinction of Fitchburg State by expanding visibility and funding for digitally-enhanced faculty and student work (including space) (1C1)Support expansion of OER on campus (1C2) | **Performance Measures/Targets:**Collaborative digital learning studio in current CTL library space by end of 2020-2021, including a web-based repository of faculty workInventory and increase number of Arts & Sciences faculty adopting OER in their courses by the end of the 2020-2021 academic year |

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| **Associated Strategic Plan Goal:****GOAL 1D:** **STRENGTHEN ACADEMIC PROGRAMS** | **Goals/Outcomes: Enhance and affirm student, faculty, and staff diversity as central to the Fitchburg State experience (1D)**

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| 1D2. Identify and support appropriate and ongoing efforts to develop multi-cultural competencies in students, faculty, and staff.1D4. Increase opportunities for study abroad, partnerships, and faculty exchanges |

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| **Objectives**Collaborate with the CTL to advance faculty development and pedagogical programing focused on Inclusive Excellence Promote courses and programs offered by the School of Arts & Sciencesthat directly address social justice, civil rights, responsive citizenship and social awareness Expand activities of the Heritage Language & Culture Alliance, under the auspices of the Crocker Center on related programing (1D2; 1D6)Collaborate with Spanish-language faculty, CPS, and community constituents to explore market for a certificate in Spanish for the professions Leverage contacts in Italy for faculty and/or student exchange (1D3 & 1D4) | **Performance Measures/Targets:**Collaborative workshop(s), perhaps with an outside speaker, to inspire innovations in teaching practices and learning outcomes for studentsMarketing and Advising materials for distribution to appropriate offices and departments on campus for the fall and spring semesters.Implement the Summer Intensive English Program for English Language Learners and Middle School Young Falcon’s Camp (4-day camps during February and April school breaks) that had to be postponed due to Covid By end of year, have sufficient information to pursue development of pilot program Resume initial conversations (halted by Covid) with the University of Florence about faculty and student exchange (when travel is re-approved) |

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| **Associated Strategic Plan Goal:****GOAL 2A:** **PROMOTE STUDENT SUCCESS BY BREAKING DOWN BARRIERS** | **Goals/Outcomes: Evaluate obstacles to retention and completion through the analysis of student data and the creation of campaigns to address identified barriers (2A)**

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| 2A2. Continue to refine the approach to remedial education |

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| **Objectives:**Though not remediation, develop a cohesive campus strategy for the various English-language support initiatives for students across campus | **Performance Measures/Targets:**Finalize organization begun in summer 2020 with Tutoring Center, Education, A&S, GCE to be able to leverage (through programming, marketing, etc.) English-Language Supports |

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| A**ssociated Strategic Plan Goal:****GOAL 2B:** **PROMOTE STUDENT SUCCESS BY BREAKING DOWN BARRIERS** | **Goals/Outcomes: Expand the use of high-impact practices (2B)**

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| **2B2.** Bring cohesion to all academic programs by requiring a senior capstoneexperience, portfolio, or internship to align with workforce values.**2B3.** Increase opportunities for community-based student research, service learning,and community-based learning and develop a central university point of contact forfor internships under the expanded mission of the Crocker Center |

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| **Objectives:**Work with A&S departments to identify existing and opportunities for the development of new High Impact Practice and Integrative HIP courses for the new LA&S (2B2)Map all experiential learning/service-learning/internship requirements and sites. | **Performance Measures/Targets:**A&S HIP and IHIP courses readied for governance in 2020-2021Work with 1 remaining A&S program to plan intentional culminating experience (Sociology), after program review of last year Develop community-based academic projects in Economics, Professional Writing, Art/Music/Theater, in collaboration with Crocker and various downtown-related to community development initiatives (including but not limited to Theatre Block).  |

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| **Associated Strategic Plan Goal:****GOAL 2C:** **PROMOTE STUDENT SUCCESS BY BREAKING DOWN BARRIERS** | **Goals/Outcomes: Ensure student support services are adequate to meet the needs of our current and future students (2C)****2C3.** Provide specific training for faculty and staff regarding the needs of diverse student populations with an eye toward creating a safe and accepting campus community for all, including… differentiated instruction, English Language Learners and cultural awareness |
| **Objectives:**Collaborate with Tutoring Center, Academic Coaches, English Studies and others for an organized, university-wide system of support for writing (2C)Collaborate with the CTL to advance faculty development and programing in Inclusive Excellence  | **Performance Measures/Targets:**Planning document for campus Writing Center/Writing Associates program t by end of 2020-2021 Collaboratively develop faculty development programing in Inclusive Excellence, building a community of practice, differentiated instruction, cultural awareness |

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| **Associated Strategic Plan Goal:****GOAL 3A:****BUILD A UNIVERSITY COMMUNITY THAT EMBRACES CIVIC AND GLOBAL RESPONSIBILITY** | **Goals/Outcomes: Collaborate and align with local business, industry, educational, extended campus, and cultural partners on community-based projects and internships (3A)**

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| **3A1.** Support educational initiatives that extend and apply civic learning to regional, national and international settings.**3A2**. Enhance efforts by faculty, staff and administration to use knowledge and expertise in community service to appropriate regional partners. |
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| **Objectives:**Strengthen & expand existing community partnerships that provide internship and/or community-learning opportunities for Arts & Sciences students (3A1, 3A2) | **Performance Measures/Targets:**Develop new community-based academic projects in the Economics, Professional Writing, Art/Music/Theater programs, in collaboration with the Crocker Center and various downtown related to community development initiatives (including but not limited to the Theatre Block and Freedom’s Way Heritage Area). |

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| **Associated Strategic Plan Goal:****GOAL 3B:** **BUILD A UNIVERSITY COMMUNITY THAT EMBRACES CIVIC AND GLOBAL RESPONSIBILITY** | **Goals/Outcomes**: **Promote the economic, social, and cultural health and development of the City of Fitchburg and the region. (3B)**3B3. Promote the City of Fitchburg’s designation as a cultural arts district. |
| **Objectives:**Participate in development of the Theatre block, Reimagine North of Main, Creative Spark Studio, Innovation Field Lab/Town/Gown MOU, and related downtown initiatives (3B3)Strengthen regional collaborations in the Arts and Humanities with sister and 2-year campuses | **Performance Measures/Targets:**Pending outcome of NEH Infrastructure Grant proposal, 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; ensure productive use of the Game Studio. Host Town Hall (perhaps virtually) with Dr. Susan Albertine and NASEM (National Academies of Sciences, Engineering and Medicine), as part of its initiative to integrate humanities and arts with science, engineering and medicine in higher education  |

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| **Associated Strategic Plan Goal:****GOAL 4A:** **GROW AND STRATEGICALLY ALIGN FITCHBURG STATE'S RESOURCES** | **Goals/Outcomes: Pursue opportunities to increase existing revenue and****identify new revenue streams, including new program development, recruitment, retention, and overall enrollment strategies**. **(4A)**

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| **4A2.** Review graduate, undergraduate day, and evening offerings to determine appropriate expansion as well as consolidation |

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| **Objectives:**Work with GCE and chairs to assess status of A&S programs in relation to university mission and growth strategy (4A2) | **Performance Measures/Targets:**Launch revised English MA and fully online MS CJ program; 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) |

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| **Associated Strategic Plan Goal:****GOAL 4C:** **GROW AND STRATEGICALLY ALIGN FITCHBURG STATE'S RESOURCES** | **Goals/Outcomes: Increase the financial resources available to the university through philanthropy, both to support Strategic Plan initiatives and to strengthen our financial position. (4C)**4C2. Increase funding for scholarships, academic programs, and student support initiatives through foundation monies to align fundraising priorities with the Strategic Plan. |
| **Objectives:**On heels of CIC Strategic Plan (May, 2020), focus on increasing its financial base through fundraising (4C1)Increase funding for Digital Humanities initiative on campus  | **Performance Measures/Targets:**Leverage the board as a fundraising entity.Work with faculty on submission of related federal grant by end of 2020 -21 academic year |