

**2020-2021**  
**Unit Annual Report**  
**Division of Academic Affairs**  
**Unit: Business**

*There are amended instructions throughout this document to reflect the special circumstances of this academic year (AY20-21). You will find these in red. As an institution and as departments we have learned that we can use our creativity to deliver services and learning even in the most difficult of circumstances. This year's annual report should also serve as a memorialization of the lessons learned.*

**I Mission and Goal/Outcomes Statement:**

*Provide overall Mission/Goal Statement for your unit.*

The School of Business is committed to creating a learning environment that is inclusive and welcoming to all students, that scaffolds learning in such a way that we narrow the achievement gap. Our school provides a variety of programs that prepare students for the business world, with knowledge and skills to manage teams. We have a goal of developing leadership skills that demonstrate the ability to collaborate with teams and demonstrate well-developed problem-solving skills.

The School of Business strives to develop instructional strategies that follow the principles of UDL and support student learning styles that integrates an overarching lens that cultivates a culturally responsive environment.

**II Personnel:**

*List all staff and note all personnel changes that occurred during 20-21.*

<u>Name</u>	<u>Position</u>
Nancy Murray	Dean
Sandra Herndon	Dean Administrative Assistant (12 months)
Ellen Hughes	Departmental Administrative Assistant (12 month)

Faculty:

Andrew Chan  
John Crawley  
Michael Greenwood  
Beverley Hollingsworth  
Kay (Kwang) Kim  
Yang Liu  
John Lohman  
Audrey Pereira  
Renee Scapparone-Tenure effective September 2021  
Denise Simion

**III Facilities/Equipment:**

*List any new facilities/equipment/software etc. acquired during 20-21.*

*Peregrine Assessment software*

**IV Budget Expenditure Analysis:**

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

*Please note any changes that resulted from the pandemic.*

None that I am aware of.

**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. *Please note which, if any, of these activities occurred specifically as a result of, or in response to, the pandemic*

**Campus Activities** - As advisors to the Business Society (SGA), J. Crawley and J. Lohmann continued to keep the Business Society meetings going and held the election of officers, though no events were held. Also, J. Crawley and J. Lohmann collaborated with Nirajin Mani, Construction Management to assist with co-teaching of curriculum and I believe assisted with a virtual career fair.

**Committees** - Faculty actively held monthly meetings for the following committees: UG Curriculum, Grad Curriculum, AUC (A. Pereira), Business Advisory Board (J. Crawley), and Assessment

**Community Outreach** - a few faculty participate on BOD and/or committees for outside organizations (typically non-profit), work with professional development (Leominster CU - MG; NewVue -RS), Crocker Center work and I personally participated in the discussions with MWCC 2+2+1 and QCC articulation, and attended meeting with Micron regarding internships.

**VI Action Plan for 2020-21:**

(Insert Action Plan for 20-21)

**Unit Action Plan  
2020-2021**

Division: Academic Affairs  
Unit: Business

**Unit Mission**  
  
**To deliver high quality business, computing, and technology programs that meet the needs of local industry and government and utilize day, evening, and online delivery modes for affordable access to high-demand jobs.**

BusTech Outcomes	Goal 1 Strong Programs	Goal 2 Student Success	Goal 3 Global Civic Awareness	Goal 4 Align Resources
1. Attract and retain talented faculty and staff	X	X		X
2. Recruit talented students and meet their expectations		X	X	X
3. Develop Infrastructure	X	X	X	X
4. Expand experiential learning	X	X	X	
5. Grow School Pride & External Funding	X		X	X

<b>BusTech Outcome 1: Attract and retain talented faculty and staff</b>		
Actions	Indicators/Metrics	Status (%)

A. Increase faculty collaboration across Business & Tech	1. AUC proposal for BusTech FYE for all 3 Departments – Kaul/Scapparone/Mahadev	70%
B. Foster ABET collaboration between CS and ENGT	2. Mahadev discusses CSAC and CS/CIS accreditation to ENGT – highlight role of Advisory Board, Assessment Committee, visit report, 7-day response, 30-day response, final report.	Complete
C. Nominate PTC industry fellows from all 3 departments	3. Kaul, Mani, Whitfield, Yu, Basu all accepted nominations as PTC Industry Fellow (AGC/Unitil funding to help PTC Industry Fellows support ABET accreditation and integrate PTC Vuforia Chalk, Onshape, Windchill and Creo into courses).	60%
D. Promotion & Tenure	4. Review Scapparone for Promotion and Mani for Tenure. Review Yu for 3 <sup>rd</sup> year. Review Liu and Crawley for 2 <sup>nd</sup> year and Lohman and Simion for 1 <sup>st</sup> year.	50%

<b>BusTech Outcome 2: Recruit talented students and meet their expectations</b>		
Actions	Indicators/Metrics	Status
A. Upgrade existing QCC articulation agreements to reflect a core curriculum with concentrations as grouped electives.	1. QCC articulation. Revise document for Manufacturing and Electronics (ENGT-ETAC) and AS&T for joint completion degree (high mix of stackable certificates and prior learning assessment) with ABET ANSAC alignment. QCC and MWCC onboard to align workforce programs and prior learning assessment for pathways to tech degree (BS in AS&T).	90%
B. Support Early College High School (FHS, GHS, LMS, Sizer)	2. <b>Early College High School:</b> BSAD program in Fitchburg High School, Gardner High School and Leominster High School. Submitted drK12 proposal for Early College theory of mindfulness-based Inclusive Practice (m-bIP) leveraging Perkins Externship grant and ongoing history of Dual Enrollment.	90% Business offering classes at GHS and FHS. CS offering classes at FHS. ENGT offering classes at Sizer

<b>BusTech Outcome 3: Develop Infrastructure</b>		
Actions	Indicators/Metrics	Status
A. Maintain IACBE compliance	1. Submit web path notification to IACBE with updated public disclosure on student success	Complete
	2. Strengthen ongoing assessment process with newly established Assessment Committee leverage Perigrine Exam and case studies (Chair, Dr. Chan) – 70%	70%
	3. Annual reports for Day, Evening, and MBA (Dept Chair and GCE chairs)	20%
	4. Dept Chair Purchase 200 Perigrine exams (150 MBA and 50 for BSBA).	50%
	5. Dept Chair set enrollment caps at 45 for BSAD 4890 and MGMT 9500 set at 45 for assessment of learning outcomes	40%
	1. GCE evening Chair to ensure scheduling and delivery of high-frequency core with less frequent grouped electives (4-5 courses) as concentrations (accounting, management, marketing). 90%	90%

B. Implement Fast-Track BSBA with upgraded program core linked to BTK areas	2. GCE Dean confirms enrollment increase in Evening Program	
	1. Williamson submits RFE for CIS and CS by Jan 2021– no visit required	10%
C. Extend ABET CAC reaffirmation (CS and CIS) from Dec 2022 to Dec 2025.	2. CS chair submits Interim Report for CIS and CS with results from outcomes assessment demonstrating systematic process for continuous improvement	80%
	1. Williamson submits RFE for ANSAC by Jan 2021	10%
D. Obtain ABET ANSAC accreditation for AS&T	2. Kaul & Williamson to attend Institutional Representatives Day in July 2021	80%
	3. Kaul, Mani, Chenot begin assessment of Applied Sciences & Tech Learning Outcomes	0%
	4. Kaul, Mani, Chenot submit AUC proposal to change math pathway to Business Calc or Stat pathway Applied Sciences & Tech	10%
		10%

BusTech Outcome 4: Experiential Learning		
Actions	Indicators/Metrics	Status
A. Upgrade labs to conform with Experiential Learning and Workforce Alignment	1. Upgrade existing machine shop in Conlon (CNIC 104) and replace obsolete equipment with smart CNC machines capable of interfacing with PTC cloud tools including collaboration CAD Onshape and augmented reality (AR) and industrial internet of things (IIoT) Vuforia Chalk. Additionally, install a help-desk, new door (with window), and Eaton mobile work tables and shop chairs.	50%
	2. STEM LLC FalconForge (Basu/Lohmann/Whitfield/Mayo) to leverage solar decathlon and SAE Formula (600 cc engine in hand, Lohmann) capstone projects for AS&T and ET. Whitfield to visit ODU to pick up SAE Baja car.	40%
B. Expand corporate engagement	3. Williamson to follow up on MOU and corporate partnerships with AIS, Micron, Epics, Jabil, PTC, and CRS.	
	a. <b>AIS</b> next steps include MOA (draft available) and on-campus meetings with BSAD, GCE-CPS, ET, CS, and Early College with COO-Steve Savage, VP Sales Courtney Pirosko, Plant Manager Keith LeBlanc (Fitchburg State alum). <u>Faculty/Staff:</u> Robichaud, Chenot, Bau	30%
	b. <b>EPIC Industries</b> next steps include MOA (draft available). Completed on campus visit with Plant Manager-Don Smallwood. <u>Faculty/Staff:</u> Robichaud, Yu, Moison, Basu	40%
	c. <b>AGC companies</b> will continue to engage through MOA (draft available) and ENGT Advisory Board and on-campus Career Fair. \$100K gift to support renovation of CNIC 104 and preparations for Applied Sciences (CM) and ENGT for ABET accreditation. <u>Faculty/Staff:</u> Bry, Mani, Chenot, Wolfman, Scapparone, Crawley, Alves	90%
	d. <b>Jabil Healthcare Certificate Program.</b> Lisa Moison and Wayne Whitfield developing model for 4 course core with 2 conc specific courses. Jabil Healthcare also ready for workforce training grant with ET (Whitfield). CEO Steve Borges is FSU alum. <u>Faculty/Staff:</u> Moision, Whitfield, Basu, Yu, Wolfman	60%
e. <b>PTC</b> has reviewed draft MOA and provided enterprise system version of Onshape software (unlimited seats) through MOA that allow multiple teams to collaborate on CAD document. Transforms our capability address disruptions due to digital tools and teach CAD and Design Skills to industry expectations. Zink suggested a regional partnership with FSU as a hosting site. <u>Faculty/Staff:</u> Robichaud, Wolfman, Basu, Kaul, Mani, Whitfield, Swartz, Shane	80%	

	f. <b>Unitil</b> has signed an MOA and provided \$15K (\$5K per year for 3 years) to support ENGT capstone for solar decathlon and undergraduate research conference. Company reps will engage department on Advisory Board. <u>Faculty/Staff:</u> Wolfman, Kaul, Yu, Chenot, Gabar	90%
	g. <b>Micron Products</b> is reviewing MOA draft to engage 5-7 students (ENGT, App Sci, and COMM) students each semester. <u>Faculty/Staff:</u> Lapidus, Wolfman, Cardelle, Robichaud, Yu, Basu, Alves	50%

<b>BusTech Outcome 5: Grow School Pride and External Funding</b>		
Actions	Indicators/ Metrics	Status (%)
A. Celebrate Faculty Service	1. McAloon Bench. Dr. Scapparone coordinating with J.Wolfman to complete campaign. 2. Nominate Nirajan Mani for Faculty Service Award 3. NSF SSTEM Proposal # 20526 for \$1 million (Mani-PI, Day, Awasabisah, Yu, Williamson) for stem scholarships: DECLINED 4. NSF drK12 Proposal #2101148 for \$2.9 million (Day-PI, Goss, Mani, Strittmatter) for a m-bIP approach for Early College High Schools submitted 10/07/202 100%	95%  10% Complete  Complete
B. Seek External Funding		

## VII Assessment Report for 2020-21

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

*Please note any changes to the plan that occurred as a result of the pandemic.*

<b>BusTech Outcome 1: Attract and retain talented faculty and staff</b>	<b>Indicators/Metrics</b>	<b>How/if the goals/Outcomes were met</b>
A. Increase faculty collaboration across Business & Tech	1. AUC proposal for BusTech FYE for all 3 Departments – Kaul/Scapparone/Mahadev	1.This was completed: Three sections of FYE will be running in the Fall of 2021 within the Business Department
B. Foster ABET collaboration between CS and ENGT	2. Mahadev discusses CSAC and CS/CIS accreditation to ENGT – highlight role of Advisory Board, Assessment Committee, visit report, 7 day response, 30 day response, final report.	2. Not addressed- not associated with Business
C. Nominate PTC industry fellows from all 3 departments	3. Kaul, Mani, Whitfield, Yu, Basu all accepted nominations as PTC Industry Fellow (AGC/Unitil funding to help PTC Industry Fellows support ABET accreditation and integrate PTC Vuforia Chalk, Onshape, Windchill and Creo into courses).	3.Completed
D. Promotion & Tenure	4. Review Scapparone for Promotion and Mani for Tenure. Review Yu for 3 <sup>rd</sup> year. Review Liu and Crawley for 2 <sup>nd</sup> year and Lohman and Simion for 1 <sup>st</sup> year.	4.Renee Scapparone received tenure
<b>BusTech Outcome 2: Recruit talented students and meet their expectations</b>		
A. Upgrade existing QCC articulation agreements to reflect a core curriculum with concentrations as grouped electives.	1. QCC articulation. Revise document for Manufacturing and Electronics (ENGT-ETAC) and AS&T for joint completion degree (high mix of stackable certificates and prior learning assessment) with ABET ANSAC alignment. QCC and MWCC onboard to align workforce programs and prior learning assessment for pathways to tech degree (BS in AS&T).	1.Met with MWCC to create clear pathways for a 2 + 2 + 1. Currently creating clear plans of study to show students enrolled at MWCC.
B. Support Early College High School (FHS, GHS, LMS, Sizer)	2. <b>Early College High School:</b> BSAD program in Fitchburg High School, Gardner High School and Leominster High School. Submitted drK12 proposal for Early College theory of mindfulness-based Inclusive Practice (m-bIP) leveraging	2.FHS and LHS both are part of the Early College program.

<p><b>BusTech Outcome 3: Develop Infrastructure</b></p> <p>A. Maintain IACBE compliance</p> <p>B. Implement Fast-Track BSBA with upgraded program core linked to BTK areas</p> <p>C. Extend ABET CAC reaffirmation (CS and CIS) from Dec 2022 to Dec 2025.</p> <p>D. Obtain ABET ANSAC accreditation for AS&amp;T</p>	<p>Perkins Externship grant and ongoing history of Dual Enrollment.</p> <ol style="list-style-type: none"> <li>1. Submit web path notification to IACBE with updated public disclosure on student success</li> <li>2. Strengthen ongoing assessment process with newly established Assessment Committee leverage Perigrine Exam and case studies (Chair, Dr. Chan) – 70%</li> <li>3. Annual reports for Day, Evening, and MBA (Dept Chair and GCE chairs)</li> <li>4. Dept Chair Purchase 200 Perigrine exams (150 MBA and 50 for BSBA).</li> <li>6. Dept Chair set enrollment caps at 45 for BSAD 4890 and MGMT 9500 set at 45 for assessment of learning outcomes</li> <li>3. GCE evening Chair to ensure scheduling and delivery of high-frequency core with less frequent grouped electives (4-5 courses) as concentrations (accounting, management, marketing). 90%</li> <li>4. GCE Dean confirms enrollment increase in Evening Program</li> <li>3. Williamson submits RFE for CIS and CS by Jan 2021– no visit required</li> <li>4. CS chair submits Interim Report for CIS and CS with results from outcomes assessment demonstrating systematic process for continuous improvement</li> <li>5. Williamson submits RFE for ANSAC by Jan 2021</li> <li>6. Kaul &amp; Williamson to attend Institutional Representatives Day in July 2021</li> <li>7. Kaul, Mani, Chenot begin assessment of Applied Sciences &amp; Tech Learning Outcomes</li> <li>8. Kaul, Mani, Chenot submit AUC proposal to change math pathway to Business Calc or Stat pathway Applied Sciences &amp; Tech</li> </ol>	<p>Members of the Assessment Committee and the Dean met with the Perigrine Software team and evaluated the data alignment with the IACBE Principles and SMKs and discovered that a clear alignment between questions and Principles /SMKs could not be done. Therefore, Perigrine was deemed to not meet the data needs for the department.</p> <p>Enrollment for the MBA has demonstrated a continued increase as well as for the UG Business Program running through SGOCE.</p> <p>The Fast Track BSBA was completed and is running.</p> <p>Note: All programs: UG day and UG through SGOCE have been aligned to the BTK Areas and the IACBE Principles. All syllabi now include information about what Principles and BTKs are covered within each course. A matrix was created to track the scaffolding of these skills (Introduced, Practiced, Synthesized).</p> <p>Note: A table was created to clearly identify how each principle and each SMK is going to be assessed. Additional work needs to be done on this.</p>
<p><b>BusTech Outcome 4: Experiential Learning</b></p> <p>A. Upgrade labs to conform with Experiential Learning and Workforce Alignment</p> <p>B. Expand corporate engagement</p>	<ol style="list-style-type: none"> <li>1. Upgrade existing machine shop in Conlon (CNIC 104) and replace obsolete equipment with smart CNC machines capable of interfacing with PTC cloud tools including collaboration CAD Onshape and augmented reality (AR) and industrial internet of things (IIoT) Vuforia Chalk. Additionally, install a help-desk, new door (with window), and Eaton mobile work tables and shop chairs.</li> <li>2. STEM LLC FalconForge (Basu/Lohmann/Whitfield/Mayo) to leverage solar decathlon and SAE Formula (600 cc engine in hand, Lohmann) capstone projects for AS&amp;T and ET. Whitfield to visit ODU to pick up SAE Baja car.</li> <li>3. Williamson to follow up on MOU and corporate partnerships with AIS, Micron, Epics, Jabil, PTC, and CRS.</li> </ol>	<p>Not related to the School of Business</p> <p>Not related to Business</p> <p>Impacted by the Pandemic</p> <p>Impacted by the Pandemic</p>

<p><b>BusTech Outcome 5: Grow School Pride and External Funding</b></p> <p>A. Celebrate Faculty Service</p> <p>B. Seek External Funding</p>	<ol style="list-style-type: none"> <li>4. <b>AIS</b> next steps include MOA (draft available) and on-campus meetings with BSAD, GCE-CPS, ET, CS, and Early College with COO-Steve Savage, VP Sales Courtney Pirosko, Plant Manager Keith LeBlanc (Fitchburg State alum). <u>Faculty/Staff:</u> Robichaud, Chenot, Bau</li> <li>5. <b>EPIC Industries</b> next steps include MOA (draft available). Completed on campus visit with Plant Manager-Don Smallwood. <u>Faculty/Staff:</u> Robichaud, Yu, Moison, Basu</li> <li>6. <b>AGC companies</b> will continue to engage through MOA (draft available) and ENGT Advisory Board and on-campus Career Fair. \$100K gift to support renovation of CNIC 104 and preparations for Applied Sciences (CM) and ENGT for ABET accreditation. <u>Faculty/Staff:</u> Bry, Mani, Chenot, Wolfman, Scapparone, Crawley, Alves</li> <li>7. <b>Jabil Healthcare Certificate Program.</b> Lisa Moison and Wayne Whitfield developing model for 4 course core with 2 conc specific courses. Jabil Healthcare also ready for workforce training grant with ET (Whitfield). CEO Steve Borges is FSU alum. <u>Faculty/Staff:</u> Moision, Whitfield, Basu, Yu, Wolfman</li> <li>8. <b>PTC</b> has reviewed draft MOA and provided enterprise system version of Onshape software (unlimited seats) through MOA that allow multiple teams to collaborate on CAD document. Transforms our capability address disruptions due to digital tools and teach CAD and Design Skills to industry expectations. Zink suggested a regional partnership with FSU as a hosting site. <u>Faculty/Staff:</u> Robichaud, Wolfman, Basu, Kaul, Mani, Whitfield, Swartz, Shane</li> <li>9. <b>Unitil</b> has signed an MOA and provided \$15K (\$5K per year for 3 years) to support ENGT capstone for solar decathlon and undergraduate research conference. Company reps will engage department on Advisory Board. <u>Faculty/Staff:</u> Wolfman, Kaul, Yu, Chenot, Gabar</li> </ol> <p><b>Micron Products</b> is reviewing MOA draft to engage 5-7 students (ENGT, App Sci, and COMM) students each semester. <u>Faculty/Staff:</u> Lapidus, Wolfman, Cardelle, Robichaud, Yu, Basu, Alves</p> <ol style="list-style-type: none"> <li>1. McAloon Bench. Dr. Scapparone coordinating with J.Wolfman to complete campaign.</li> <li>2. Nominate Nirajan Mani for Faculty Service Award</li> <li>3. NSF SSTEM Proposal # 20526 for \$1 million (Mani-PI, Day, Awasabisah, Yu, Williamson) for stem scholarships: DECLINED</li> <li>4. NSF drK12 Proposal #2101148 for \$2.9 million (Day-PI, Goss, Mani, Strittmatter) for a m-bIP approach for Early College High Schools submitted 10/07/202 100%</li> </ol>	<p><b>Impacted by the Pandemic</b></p> <p>Not applicable for Business</p> <p>Not applicable for Business</p> <p>Not applicable for Business</p> <p>Not applicable for Business</p> <p>The Dean and an identified faculty member will be working with the Cooperate Engagement Committee to increase partnerships and to establish/maintain the current business partnerships we have.</p>
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**VIII Other Accomplishments:**

List accomplishments not already captured above.

Please note which, if any, of these accomplishments are related specifically to your department's response to the pandemic.

**IX Action Plan 2021-2022:**

<p align="center"><b>Planned Initiatives for 2021-22</b> Add more rows as needed</p>	<p align="center"><b>Associated Strategic Plan Goal &amp; Strategy</b> Goal # followed by Strategy # ex: 3.2</p>	<p align="center"><b>Indicate if a DEI initiative</b></p>
<p>Create a learning environment that focuses on content and personal growth for students.</p> <p>Create an environment that includes experiential learning through a required Internship and field experience within one or two of the core courses prior to entering a concentration.</p>	<p>1.2, 1.4, 5.1</p>	<p>DEI</p>
<p>Explore the redesign of the accounting concentration along with additional marketing. The Business Advisory Board made it very clear that strong accounting programs are needed right now.</p>	<p>1.4</p>	
<p>Explore current technology used in the field of business and integrate the use of this technology into courses.</p>	<p>4.7</p>	
<p>Design specific workshops that provide faculty the space to explore equity and social justice issues related to interactions with students, curriculum, instruction, and advising.</p>	<p>2.1,2.3</p>	<p>DEI</p>
<p>Explore opportunities with CPS/ALFA to offer intergenerational learning.</p>	<p>1.6</p>	
<p>Continue to build partners with local companies to increase the opportunities for students to have field experiences and to require internships within the department. (Communicate with the Corporate Engagement Committee)</p> <p>Continue to explore philanthropic support from local businesses.</p>	<p>3.3, 3.4, 6.4, 5.7</p>	
<p>Continue the work started on creating pathways for students to transfer seamlessly from MWCC and QCC to FSU enabling students to graduate with 120 credits in the field of Business.</p> <ul style="list-style-type: none"> <li>● 2 + 2 +1</li> <li>● Early College</li> </ul>	<p>2.4, 5.3, 5.4</p>	<p>DEI</p>
<p>Explore the implementation of a MOA with local high schools to create a supportive pathway for students to come directly to FSU (including Early College).</p>	<p>3.3, 6.4, 5.3</p>	<p>DEI</p>
<p>Develop a stronger sense of community and collaboration among the business team, assuring that faculty feel valued and heard.</p> <p>Create a specific mentorship process within the department to integrate new or recently hired faculty.</p>	<p>4.2, 4.3, 4.5, 6.4</p>	<p>DEI</p>
<p>Create clear and specific measurement tools in order to assess the identified SLOs for the program.</p> <p>Create a sustainable process for gathering and analyzing the data.</p>	<p>Goal 1</p>	

*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 22-23 academic year that you did not already capture above.*

- *Continuation of the facilitation of data collection and analysis related to the IACBE principles, SMKs, and SLOs.*
- *Rebuilding the collaborative nature within the department (this year and next)*



2) *Reflect on how the department adapted to the pandemic. Reflect on actions that surprised you and on lessons learned that will help in the future.*

*The business department seemed to adapt to the shift in modality of courses. However, it appears that for some faculty the need for additional student support, including emotional support, during this time was more of a difficult shift.*

*I was surprised by the ease to which the majority of students and faculty adapted, but have been and continue to be concerned about our students' overall well-being.*