

**2021-2022**  
**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.

The goals for the year were to assist departments navigate the continuing impact of the pandemic, implement the new General Education curriculum, identify and develop new majors and revision of existing programs, prioritize Diversity, Equity, and Inclusion, emphasize student engagement with co-curricular programs, support grant writing, maintain regulatory compliance support for teaching and scholarly activities, manage personnel, promote environmental stewardship, and in general ensure that programs, faculty, and staff are able to accomplish their roles at the university.

**II Personnel:**

<u>Name</u>	<u>Position</u>
Hoey, Margaret	Dean

**Support Staff**

LaFontaine, Patricia    Administrative Assistant II (August 23 – present)

**III Facilities/Equipment:**

*List any new facilities/equipment/software etc. acquired during 21-22.*

The Department of Nursing purchased KeithRN and Examsoft, two software applications which will assist in the development of competency-based learning.

Exercise and Sport Science Stationary Bikes for labs

Nursing equipment for SIM Center and Skills Lab

Drone for Earth and Geographic Science

A new autoclave was installed in Biology and Chemistry

**IV Budget Expenditure Analysis:**

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

Funds were used to pay for cell phone coverage, support of faculty scholarship, staff professional development, support of Department initiatives, conference fees, and travel. Each Department was offered \$500 to use for faculty scholarship. The Dean attended *The Three I's: Biosecurity & Research Integrity* Conference in April.

## **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.*

### **Campus/School Oriented Activities**

- A tenure track Nursing faculty member and a tenure track Engineering Technology faculty member were hired to start in Fall 2022
- Converted two tenure-track faculty lines into administration lines (staff) to support the Nursing SIM Center
- The Commission on Collegiate Nursing Education (CCNE) reviewed the continuous improvement progress report (CIPR) submitted on May 26, 2021 by the baccalaureate and master's degree programs in Nursing at Fitchburg State University and determined that the programs have demonstrated compliance with all standards and key elements.
- Continued with the integration of Engineering Technology and Computer Science into the School of Health and Natural Sciences
- Biology and Chemistry completed a preliminary Diversity, Equity, and Inclusion project which hired students to develop questions to be used in a series of focus groups on campus. The focus groups were completed and the first data collected.
- Implementation of the new General Education Curriculum through AUC. Many departments made significant progress with the having their courses approved to be offered in support of the new program
- Development of new Articulation Agreements with MCPHS University for Pharmacy, Optometry, and Physical Therapy.
- Successfully passed a new Master's degree program in Construction Management through AUC. A new PROD Certificate was also successfully created which will help address workforce needs in Central MA.
- First White Coat Ceremony by the Nursing Program
- Allocation of Global Ambassador Scholarships for Study Abroad
- Supported STEM Transfer Academy with BHE funding of \$20,000
- Completed a needs assessment for the Engineering Technology Conlin laboratory spaces in anticipation of a future renovation
- Health Professions Advising was expanded to include Residential Learning Communities and a strategic plan.
- Chemistry completed a successful self-study of their program
- Holistic Admissions in Nursing continues with the Fall 2022 class
- Faculty Personnel Evaluations written for all levels of advancement
- Completion of ABET accreditation process pending for both majors with Computer Science with the expectation of a renewed accreditation being granted.
- Improved outreach to alumni in many departments
- Engagement with Early College programs
- Initiation of an Engineering Technology Advisory Board and Career Fair

- Faculty members continued working with students on research projects and internships.
- Anti-Racism Event: Dean’s Antiracism Award Event
- Elizabeth Haskins Mathematics Contest for about 60 regional high school students. It was the 41<sup>st</sup> year for this event.
- Future Falcon Day Participation
- Collaborated to develop an Academic Plan for the Division of Academic Affairs
- Faculty Development Days in September, January, and May
- Department Chairs Workshop
- New Faculty Orientation
- CITI training guidelines updated

**Outreach or Professional Engagement**

- Three I’s: IACUCs, IBCs & IRBs, Biosecurity and Research Integrity Meeting attended by Dean
- Mass Life Sciences made a successful site visit
- Proposal to the Elaine Nicpon Marieb Charitable Foundation - A Five Year Initiative for Fitchburg State University Nursing Education to Establish an Interdisciplinary Innovative Simulation Laboratory: Development of a Competency-Based Curriculum to Educate Workforce Ready Graduates
- Solvus Global Site visit made by Engineering Technology faculty, Dean, and Grants

**Committees Served – Dean**

- Academic Affairs Leadership Team
- Chair, Provost Search Committee
- COVID Response Team, Academic Affairs Representative
- AUC Curriculum Committee
- Sustainability Committee
- STEM Inclusive Excellence Working Group
- Dean’s Antiracism Fund
- Corporate and Community Engagement
- NECHE Working Group Standards 1 – 3
- Institutional Animal Care and Use
- Institutional Review Board
- Biosafety Committee

**VI Action Plan for 2021-22:**

*(Insert your 21-22 Action Plan from last years report)*

<b>Planned Initiatives for 2021-22</b>	<b>Associated Strategic Plan Goal &amp; Strategy</b>	<b>Indicate if a DEI initiative</b>
<b>GOAL ONE: Forge innovative paths to knowledge acquisition, career readiness, social mobility, and lifelong learning</b>		

Alignment of the Gen Ed curriculum with majors throughout the school.	1.1	
The Health Professions and Nursing Residential Learning Communities will continue for AY22. Promote engagement with a new Sustainability RLC.	1.2, 4.1	
Developing a new vision of 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
Complete external Health Professions partnership agreement(s) (articulation or similar agreement) with at least one new college or university in FY22.	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 and Mathematics will complete their plans, Earth and Geographic Sciences and Engineering Technology will continue to participate in the program.	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	
Develop a new Data Science and Statistics program at Fitchburg State. As part of this process the purchase of upgraded laptops for faculty and a sustainable model to purchase computational time for large scale data projects will have to be incorporated into the plan.	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. (similar to Social Justice)	1.2	
Possible IDIS collaborations among members of the campus community will be considered. A potential collaboration with ENGTE and EGS under Applied Science and Technology will be explored.	1.3	
The development of an on-line Psychological Science major through SGOCE.	1.4 1.7 5.4	
Expansion of the Computer Science Master's program in association with Academic Partnerships.	1.5	
Strength and Conditioning 4+1 in EXSS. Program will apply for accreditation.	1.4	
Potential certificates will be explored in Nursing, Public Health, Environmental Science, GIS.	1.5 1.6	

Develop Certificate programs within Engineering Technology.	1.5 1.6	
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 non-traditional or older students.	1.7	
Develop and promote common expectations for what an online class should be with particular attention given to experiential or laboratory experiences.	1.7	
Completion of the Occ/Voc Education program review.	1.4	
Addition of two concentrations within the MBA, CMGT and ENGT	1.5	
Collaboration with Humanities to incorporate Medical Spanish into Health Assessment	1.4	X
Implementation of new Public Health tracks.	1.4	
Begin revision of the NURS curriculum to coincide with changes to AACN Essentials: Core Competencies for Professional Nursing Education	1.4	
<b>GOAL TWO: Become a model student-ready university and narrow the achievement gap</b>		
Implementation of new Math Readiness standards and the new developmental math courses.	2.1	
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.	2.1	
Expand applied learning opportunities for students, in particular undergraduate research.	2.1	
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. Expansion of Math lab hours.	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-	2.3	X

wide and community-based anti-racism and anti-bias initiatives.		
Inclusive Excellence for Student Success: Grant and discussion group focused on STEM students will continue, Balfour Grant submitted.	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
<b>GOAL THREE: Be an engine of social, economic, civic, and cultural development in our city and region.</b>		
Development of an Academic Practice Partner Relationship with Health Alliance Hospital	3.3	
Continue to build relationships with our corporate partners through the Corporate Engagement Committee.	3.3	
<b>GOAL FOUR: Establish inclusive excellence, innovation, and environmental stewardship as signature strengths</b>		
Expand Residential Learning Communities and themed housing on campus to ensure that the representation within the communities reflects the same demographic as the campus as a whole.	4.1	X
Continue with the modernization of the ENGT laboratories into model manufacturing "maker spaces".	4.7	
Continue implementation of PTC software into ENGT curriculum.	4.7	
Implement the new EGS drone into the curriculum.	4.4	
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 develop a maintenance and refresh cycle.	4.7	
<b>GOAL FIVE: Assert our distinctive value proposition and institutional learning outcomes boldly and widely</b>		
Develop a vision of how student success is defined on campus with particular emphasis on success in STEM and Health programs of study	5.1	
Expand availability and utilization of open educational resources (OER) to reduce learning- related costs for students	5.7	X
<b>GOAL SIX: Steward physical and financial resources responsibly and navigate a path to long-term organizational sustainability</b>		
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.		

## VII Assessment Report for 2021-22

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

Planned Initiatives for 2021-22	Outcomes Target: Reached, Ongoing, Pandemic Impacted	Associated Strategic Plan Goal & Strategy	DEI
<b>GOAL ONE: Forge innovative paths to knowledge acquisition, career readiness, social mobility, and lifelong learning</b>			
Alignment of the Gen Ed curriculum with majors throughout the school.	Ongoing with implementation of Assessment being the next step.	1.1	
The Health Professions and Nursing Residential Learning Communities will continue for AY22. Promote engagement with a new Sustainability RLC.	The RLCs are struggling to recruit students and often do not have a critical mass of students.	1.2, 4.1	
Developing a new vision of 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.	Ongoing	1.2	X
Complete external Health Professions partnership agreement(s) (articulation or similar agreement) with at least one new college or university in FY22.	Reached, 3 new agreements with MCPHS	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 and Mathematics will complete their plans, Earth and Geographic Sciences and Engineering Technology will continue to begin the process of mapping their programs.	Reached/Ongoing – Each program is at a different stage depending on when they began their process.	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.	Ongoing	1.2 2.5	
Develop a new Data Science and Statistics program at Fitchburg State.	On hold as key faculty members were on Sabbatical.	1.3	
Broaden the themed campus-wide approach to curriculum opportunities by building an inventory and expanding course offerings associated with social justice, sustainability and climate change.	Ongoing Databases started with additional courses being added as they are developed	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.	Ongoing	1.3	
The development of an on-line Psychological Science major through SGOCE.	Ongoing	1.4 1.7 5.4	
Expansion of the Computer Science Master’s program in association with Academic Partnerships.	Not feasible at the current time.	1.5	
Strength and Conditioning 4+1 in EXSS. Program will apply for accreditation.	Ongoing, The department has begun their self-study in order to gain accreditation and hope to expand to a Master’s Degree	1.4	
Potential certificates will be explored in Nursing, Public Health, Environmental Science, GIS.	GIS was explored but the market is saturated. Others are ongoing	1.5 1.6	
Develop Certificate programs within Engineering Technology.	Reached – PROD Certificate successfully passed through AUC	1.5 1.6	
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 non-traditional or older students.	Ongoing - Departments began a process of the intentional transition of selected courses to an online format.	1.7	



Develop and promote common expectations for what an online class should be with particular attention given to experiential or laboratory experiences.	Face to face instruction is preferred by the majority of faculty and students.	1.7	
Completion of the Occ/Voc Education program review.	Ongoing	1.4	
Addition of two concentrations within the MBA, CMGT and ENGT	The addition of these concentrations was not viewed as possible at this time.	1.5	
Collaboration with Humanities to incorporate Medical Spanish into Health Assessment		1.4	X
Implementation of new Public Health tracks.	Completed	1.4	
Begin revision of the NURS curriculum to coincide with changes to AACN Essentials: Core Competencies for Professional Nursing Education	The process is successfully underway.	1.4	
<b>GOAL TWO: Become a model student-ready university and narrow the achievement gap</b>			
Implementation of new Math Readiness standards and the new developmental math courses.	Completed	2.1	
Continue the implementation of holistic admissions in Nursing	Ongoing	2.1	X
Participate in developing Early College cohorts and Early College pathways to entry into college.	Ongoing but more departments need to begin participating	2.1	
Expand applied learning opportunities for students, in particular undergraduate research.	Ongoing	2.1	
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. Expansion of Math lab hours.	The member departments are still interested and Jason Smith has now been brought into the conversation.	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.	Ongoing	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	Ongoing and Completed for the year.	2.3	X

community-based anti-racism and anti-bias initiatives.			
Inclusive Excellence for Student Success: Grant and discussion group focused on STEM students will continue, Balfour Grant submitted.	The grant application was not successful.	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.	Ongoing with special attention needed for transfer students and the new General Education program.	2.4	
Identify barriers to completion within programs of study for transfer students.	Ongoing with special attention needed for transfer students and the new General Education program.	2.4	
Develop pathways for careers in STEM. Identify new potential transfer and articulation agreements.	Ongoing	2.4	
Participation of Faculty in Real Talk Faculty Academy.	Completed and ongoing	2.1 2.3 4.4	X
<b>GOAL THREE: Be an engine of social, economic, civic, and cultural development in our city and region.</b>			
Development of an Academic Practice Partner Relationship with Health Alliance Hospital	Health Alliance withdrew from the process. New relationships are being pursued.	3.3	
Continue to build relationships with our corporate partners through the Corporate Engagement Committee.	Ongoing	3.3	
<b>GOAL FOUR: Establish inclusive excellence, innovation, and environmental stewardship as signature strengths</b>			
Expand Residential Learning Communities and themed housing on campus to ensure that the representation within the communities reflects the same demographic as the campus as a whole.	The RLCs are struggling to recruit students and often do not have a critical mass of students.	4.1	X
Continue with the modernization of the ENGT laboratories into model manufacturing "maker spaces".	Space Study completed. Conlin renovation is now a stated goal of the university.	4.7	
Continue implementation of PTC software into ENGT curriculum.	Completed	4.7	

Implement the new EGS drone into the curriculum.	Completed	4.4	
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.	Ongoing	4.6	
Inventory and expand course offerings associated with sustainability and climate change.	Completed and ongoing	4.6 6.5	
Continue to expand and utilize the new SIM Nursing Center.	Completed and ongoing	4.7	
Equipment heavy departments develop a maintenance and refresh cycle.	Ongoing as was pandemic impacted.	4.7	
<b>GOAL FIVE: Assert our distinctive value proposition and institutional learning outcomes boldly and widely</b>			
Develop a vision of how student success is defined on campus with particular emphasis on success in STEM and Health programs of study	Ongoing	5.1	
Expand availability and utilization of open educational resources (OER) to reduce learning-related costs for students	Ongoing	5.7	X
<b>GOAL SIX: Steward physical and financial resources responsibly and navigate a path to long-term organizational sustainability</b>			
Implement and integrate Academic Performance Solutions as a tool to use data to drive decisions within the school.	Ongoing	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.	Ongoing		

**VIII Other Accomplishments:**

*List accomplishments not already captured above.*

**IX Action Plan 2022-2023:**

<b>Planned Initiatives for 2022 - 2023</b>	<b>Associated Strategic Plan Goal &amp; Strategy</b>	<b>Indicate if a DEI initiative</b>
Assessment of, and possible revision of, the School of Health and Natural Sciences mission and vision statement		

<b>GOAL ONE: Forge innovative paths to knowledge acquisition, career readiness, social mobility, and lifelong learning</b>		
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 will begin mapping their career competencies this academic year.	1.2 2.5	
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 offerings to allow for greater access by undergrad day students as well as non-traditional or older students.	1.7	
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	

<b>GOAL TWO: Become a model student-ready university and narrow the achievement gap</b>		
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
<b>GOAL THREE: Be an engine of social, economic, civic, and cultural development in our city and region.</b>		
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	
<b>GOAL FOUR: Establish inclusive excellence, innovation, and environmental stewardship as signature strengths</b>		

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	
<b>GOAL FIVE: Assert our distinctive value proposition and institutional learning outcomes boldly and widely</b>		
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
<b>GOAL SIX: Steward physical and financial resources responsibly and navigate a path to long-term organizational sustainability</b>		
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		

**X Reflection:**

*Initiatives that you may be considering for 22-23 academic year that you did not already capture above.*

The Public Health Sciences program is IDIS and therefore needs an interdisciplinary/interdepartmental curriculum and assessment working group. One meeting was held this year but the Dean will have to facilitate regular meetings among this group.

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