FITCHBURG STATE
UNIVERSITY

**PROGRESS ON THE
2020-2025 STRATEGIC PLAN**

AY21-24 Summary Report

GOAL ONE: Forge innovative paths to knowledge acquisition, career readiness, social mobility, and lifelong learning

Strategies

1. Fortify and promote the distinct role of the general education curriculum that provides every undergraduate student a relevant and challenging liberal arts foundation.

   - **Completed the campus governance approval process for the new general education curriculum**

   - **Created and distributed print and digital materials designed to promote the value of the general education curriculum to new and current students**

   - **Created and saw through governance new general education courses, with an emphasis on integrative/high-impact practice courses for both day and evening students**

   - **Created a community of practice related to the new general education curriculum**

   - **Created the Program Area of Study for General Education led by a program chair**

   - **Established a cycle of regular communication via the program chair to promote the general education curriculum and general education advising**

   - **Developed and began piloting a new assessment model for the general education curriculum**

   - **Completed the implementation of the First Year Experience (FYE) seminar which included an option for fully online School of Graduate, Online and Continuing Education (SGOCE) students**

   - **Continued to analyze data to enhance math pathways and math placement success**

   - **Continued to create promotional materials to promote the general education curriculum; trained student and faculty ambassadors**

   - **Continued to increase general education offerings, particularly high-impact courses, while removing redundant offerings**

2. Establish a learning environment in which academic and co-curricular programs work in synergy to offer applied learning experiences that prepare students for purposeful personal and professional lives.

   - **Significantly expanded the number of industry/agency partnerships for student internships and other high impact practices**

   - **Leveraged student employment opportunities in the Athletics and Recreation Department, the Center for Diversity and Inclusiveness, the Hammond Campus Center, Disability Services, Housing & Residential Services, University Police, and TRIO Student Support Services to link in- and out-of-classroom experiences**

   - **Leveraged workshop experiences in TRIO Student Support Services to teach subjects as varied as financial literacy and chemistry in the real world**

   - **Created a new internship manual to streamline and promote internship opportunities across all majors**

- **Created a student worker position in Disability Services that is teaching professional skills and how to serve constituents with disabilities**

- **Implemented three post-bac pathways between the School of Health & Natural Sciences (HNS) and the Massachusetts College of Pharmacy and Health Sciences (MCPHS)**

- **Provided experience in curatorial activism, via a collaboration between the Center for Diversity and Inclusiveness and a First Year Experience course, to bring attention to the heritages of marginalized topics**

- **Leveraged student leadership opportunities in the Office of Student Development and Housing & Residential Services to develop and practice skills**

- **Hosted a speaker focusing on the NCAA One Team Initiative targeted for emerging student-athlete leaders**

- **Developed and signed a transfer articulation agreement with Rhein Waal University in Germany**

- **Updated the Library collections with expansive ebook and JSTOR collections**

- **Taught students how to self-advocate for consumer healthcare through a new clinical onboarding process in Counseling Services.**

- **Adopted a revised Psychological Science curriculum in the Fall 2023**

- **Established an events and guest speaker series in the Schools of Business &Technology (B&T) and Health & Natural Sciences (HNS) to connect students, faculty and staff and workforce needs.**

- **Offered financial literacy programming to our students through the Business Administration Department**

- **Created a High-Impact Practice Faculty Fellow in STEM disciplines**

- **Adopted a competency-based outcomes approach in the Nursing Program**

- **Launched innovative LawReady pilot program to expand exploration of and preparation for a career in law**

- **Received full seven-year accreditation by the Association for Advancing Quality in Education Preparation (AAQEP) for all initial licensure programs in the School of Education**

- **Continued to review and align the Education curriculum with state and industry standards in order to prepare teacher candidates for successful careers**

- **Instituted the MAICEI program on campus**

- **Launched new high-impact practice courses across the curriculum, including in Communications Media**

- **Continued to expand the functionality of the nursing simulation lab to include augmented reality via the acquisition of GigXR, Hololens and clean machines.**

- **Developed a validated medication administration competency assessment tool in the nursing department**

- **Undertook a review of the nursing curriculum in alignment with AACN *New Essentials* standards**

- **Undertook a skills assessment project in the nursing department to identity potential skill attainment gaps**

- **Partnered with LUK Inc. to provide workshops to education students in the fall and spring semesters on inclusion and trauma-informed care**

- **Created a new summer internship opportunity in Psychological Science with the UMass TF Chan School of Medicine**

- **Created a new library student worker training program that trains students on the core functions of the library while gaining valuable job experiences.**

3. Promote greater interdisciplinary teaching and develop innovative combinations across academic departments.

   - **Developed and launched a new interdisciplinary Creative Arts Therapies major (6.3)**

   - **Developed and launched a new interdisciplinary Creative Arts Enterprise major (6.3)**

   - **Developed and launched a new interdisciplinary Digital Media Innovation (DMI) major and minor (6.3)**

   - **Leveraged academic centers such as the Center for Italian Culture (CIC), the Center for Faculty Scholarship (CFS) and the Center for Teaching and Learning (CTL) to offer a number of cross-departmental faculty-led programs**

   - **Increased campus partnerships through collaborative programming across divisions**

   - **Developed and launched a new interdisciplinary Sustainability Studies minor**

   - **Developed a new interdisciplinary Information Systems Management concentration in both the day and evening Business Administration programs**

4. Leverage existing curricular strengths to develop new programs that meet demand and forge deeper connections between our curriculum and community needs.

   - **Developed and launched a graduate-level ESL certificate (6.3)**

   - **Developed and launched several non-credit DEI certificates (6.3)**

   - **Developed and launched a fully online Community Justice concentration in the M.S. in Criminal Justice program (6.3)**

   - **Continue to make curricular changes to position the Engineering Technology program for ABET accreditation approval**

   - **Received approval for a new Education Specialist degree (Ed.S.) that replaces the CAGS degree.**

   - **Renamed the on-campus MEd in Curriculum & Teaching to MEd in Pedagogy and Learning**

5. Expand upon the University's history as a center for professional graduate education and applied post-baccalaureate training opportunities.

- **Developed and received MA Board of Higher Education (BHE) approval for an online M.S. in Construction Management (6.3)**

- **Received a MA Department of Elementary and Secondary Education (DESE) Emergency Licensure Grant in collaboration with the Collaborative for Educational Studies (CES) and Lowell Public Schools**

- **Ran summer institute on Journalism Education for current educators entitled "Teaching Tomorrow's Citizens Today: News Literacy as a Tool for Critical Education"**

6. Strengthen adult education in collaboration with regional educational partners and employers.

- **Expanded our national partnership with Wilson Learning (6.3)**

- **Continued to partner with the Polus Center to offer paraprofessional training to individuals in the workforce**

- **Created a Paraprofessional to Licensure Pathway in the Education Department**

7. Across all academic and co-curricular programs, leverage institutional expertise in online education and distance learning to reinforce the University's commitment to access.

- **Implemented the *Remixing Open Textbooks through an Equity Lens* (ROTEL) grant. Faculty across departments began creating digital textbooks that are free, accessible, intentionally inclusive and representative of the student population**

- **Created the *Preparing Your Online Course in Blackboard* course to support faculty online teaching (4.4)**

- **Developed the first micro-credential badges for faculty professional development in online learning (4.4)**

- **As of September 2024, Fitchburg State University faculty authors have published seven OER textbooks with an additional three more to be published by the end of the fall semester**

GOAL TWO: Become a model student-ready university and narrow the achievement gap

Strategies

1. Achieve a cultural shift around how we advise, mentor, and teach all students, especially traditionally underrepresented and underserved students, so that we meet them where they are.

- **Led the adoption and assessment of Open Educational Resources (OER) on our campus with the development of the *Programmatic Assessment Plan for the Use of Open and Affordable Course Materials* that served as a model for state assessment**

- Trained Student Affairs departments in ongoing diversity, equity, and inclusion topics to develop knowledge and competencies

- Implemented new mathematics readiness standards and developmental mathematics courses

- Created and promoted affinity-based student resources in the Career Services and Advising Center (CSAC)

- Trained academic and co-curricular departments on working with students with disabilities

- Enhanced support for academic advising via collaboration with the CTL and the ACT

- Conducted faculty professional development focused on "the student of tomorrow"

- Piloted a mandatory study hall for the football team linking the Library, TRIO Student Support Services, and Academic Coaching and Tutoring (ACT) in spring 2022; this initiatives continues to provide these athletes point-of-need help through academic support services

- Continued to expand adoption and utilization of the SSC Navigate advising and communication platform

- Launched the Inclusive Pathways program to connect underrepresented students with experiential learning opportunities

- Reviewed policies and procedures with an eye toward bias and deficit-minded language

- Engaged in a comprehensive exploration and multistep planning process related to academic integrity

- Piloted a hybrid Summer Bridge model to expand accessibility

- Launched College Scheduler software to facilitate course selection and optimize faculty advising time

- Presented workshops on leveraging language skills in conjunction with career and job searches as part of Latin Heritage Month

- Implemented an updated note-taking accommodation process leveraging Google Docs

- Launched the Embedded Tutoring Program for prerequisite courses in health-related majors in Biology, Chemistry, Mathematics, Physics and Nursing

- Developed and launched a new five-hour training program for Multilingual Peer Mentors via the CSAC and the ACT

- **Implemented robust social media engagement across the Division of Student Affairs to meet students where they spend much of their time**

- **Implemented a holistic admission process for the Nursing and Honors programs**

- **Expanded residential support, including weekend support, to Summer Bridge students to increase accessibility**

- **Implemented *Falcons Helping Falcons* and individualized communication campaigns for non-registered day students**

- **Initiated outreach campaigns through the Student Success Unit to undergraduate day students who have stopped-out**

- **Established a student ambassador program in the School of B&T and expanded the program in the School of HNS**

- **Launched a multifaceted Health Professions Meta Advising and Mentorship Program**

- **Administered the Ruffalo Noel Levitz Adult Student Priorities Survey**

- **Conducted a university-wide review of undergraduate course numberings and implemented updates in many departments, including Communications Media, to simplify course selection and progression.**

- **Conducted an Inclusive Excellence study in the Department of Psychological Science to develop initiatives to enhance inclusion, belonging and student success**

- **Reviewed and made curricular improvements to the Psychological Science major to increase high-impact practice opportunities and remove barriers to completion**

- **Conducted a pilot evaluation of the Police Academy program to gauge student satisfaction and retention**

2. Develop and implement a purposeful and holistic model of student support services grounded in evidence-based practices.

- **Piloted the Curricular Approach to Student Affairs to align the mission, goals, outcomes, and practices with programming organized intentionally with developmentally sequenced strategies to facilitate student learning**

- **Grounded TRIO Student Support Services' approach in Tinto college student retention theory; Bandura social learning theory, Northouse transformational leadership theory, and Neck & Manz self-leadership theory.**

- **Created and filled the position of Associate Director of Institutional Research, specifically committed to measuring institutional effectiveness related to student success and outcomes**

- **Honed Counseling Services' provision of shorter-term, goal-directed, and evidence-based psychotherapy, as well as urgent/crisis management**

- **Developed an institutional definition of student success with associated metrics**

- **Assessed, researched, and developed new signature initiatives for the Center for Diversity and Inclusiveness (CDI) grounded in best practice, theory, and informed student need.**

- **Continued the utilization of multifactor risk analysis in the ACT**

- **Engaged an external consulting firm to assess our student success initiatives**

- **Implemented the Multilingual Peer Mentoring program through a MA Higher Education Innovation Fund (HEIF) Grant**

- **Piloted a new pre-registration process for new first-year freshmen in Spring and Fall of 2024**

3. Provide faculty and staff training around equity and inclusiveness both in and out of the classroom.

   - **Trained all departments in Student Affairs, student-facing offices outside the division, and academic departments on a wide variety of diversity, equity, inclusion, and belonging topics**

   - **Implemented the Real Talk Faculty Academy and the Real Talk Staff Academy**

   - **Developed and implemented a DEI Plan in SGOCE for on-going staff development and the assessment of student services**

   - **Developed and implemented a DEI Plan in the Library which included the analysis of the children's book collections to elevate underrepresented voices, the creation of the archival oral history project *Building Representation of Underrepresented Alumni Voices,* the development of programming, exhibits and digital resource guides on systemic racism, and on-going library staff development**

   - **Participated in external DEI focused professional development**

   - **Supported diversity pedagogies and campus programing through the Deans' Anti-Racism Fund**

   - **Piloted a CTL structure that included faculty development in Inclusive Excellence pedagogies**
   - **Offered a *Tools for Equity in Assessment* series through the CTL**

4. Ensure all processes and support services are adequate to meet the unique needs of transfer students, non-traditional students, online learners, and graduate students.

   - **Created a cross-divisional Transfer Student Taskforce to address the enrollment needs of all transfer students**

   - **Implemented a General Education transfer policy**

   - **Extended hours to accommodate student needs in Counseling Services and the CDI**

   - **Oriented transfer students with a specially designed session for all new transfers**

and specifically for TRIO Student Support Services students

- Completed a Memorandum of Understanding (MOU) with Mount Wachusett Community College (MWCC) for students in secondary education pathways for seamless transfer to Fitchburg State

- 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]), MCHPS (DPT), Montachusett Regional Vocational Technical School (Anatomy & Physiology), MWCC (Allied Health, Liberal Arts/Pre-Law), Bunker Hill Community College (English, Global Languages), Bristol Community College (Game Design), Holyoke Community College (CJ/Police Program), Lynn Vocational Technical Institute (Radio and TV Broadcasting)

- Co-hosted a reception for transfer from Becker College upon its closure

- Implemented Constituo software which improved the non-degree learner experience and created staff efficiencies. (4.7, 6.6)

- Updated the billing process for SGOCE students to allow registration in advance of payment

- Streamlined admissions criteria for several SGOCE programs

- Expanded CSAC support of SGOCE students

5. Integrate career services into departments and curriculum, and build more consistent career advising across campus, especially for first-year students and sophomores.

- Implemented career core competency maps across numerous disciplines and majors (1.2)

- Implemented the *Strong Interest Inventory* (SII) for Premajors

- Implemented change-of-major advising to connect majors to careers

- Developed and launched a Career Success Certificate through the CSAC

- Expanded career fair offerings through the CSAC

- Expanded *Career Conversations* events through the CSAC in conjunction with various academic departments

- Developed and launched a CSAC monthly newsletter

- Expanded in-class and virtual CSAC career services presentations

- Launched Peer Career Assistant positions in the CSAC

- Launched a CSAC/Department of Biology & Chemistry/MassBioEd networking event for the life sciences

- Continued Career Champions program, offering training to faculty and staff in career development theories and supporting the incorporation of career exploration and planning into their practice

- **Launched a Professional Orientation to Psychological Science course to integrate discipline-specific career and graduate school planning into the curriculum**

6. Adopt an integrated approach to enrollment management to achieve more systemic and centralized coordination of student recruitment and retention efforts.

   - **Developed an SGOCE Strategic Enrollment Plan**

   - **Reviewed the process for when students express the intention to withdraw, including how to re-engage and re-enroll, when appropriate**

GOAL THREE: Be an engine of social, economic, civic, and cultural development in our city and region

Strategies

1. Engage as an essential partner and institutional leader as policies are developed and decisions made about the future of the city, region, and state.

2. Collaborate with the city and other stakeholders to revitalize downtown Fitchburg and establish a college-town feel around the University.

   - **Targeted businesses within walking distance of campus to be part of a sponsorship program in Housing & Residential Services to raise visibility**

   - **Contributed to the developing plan for the renovation of the theater block**

   - **Planned the relocation of the Crocker Center for Civic Engagement to the downtown theater block**

   - **Opened Gallery Marquee, a community-based art gallery, in downtown Fitchburg to showcase talent of local artists and provide a creative platform for art-makers from traditionally underserved groups**

3. Build innovative, sustainable public-private partnerships that advance the University's mission while maximizing its positive impact on economic prosperity and social mobility in the region.

   - **Established the Corporate and Community Engagement (CCE) Working Group to create and support an integrated corporate and community relations strategy**

   - **Implemented MOUs between the Education department and Fitchburg High School and the Applewild School**

   - **Developed and launched several non-credit DEI certificates**

   - **Signed a Letter of Intent between the Engineering Technology Department and AIS, Inc. to support curricular development, provide equipment expertise and enhance advisory board membership**

   - **Renewed our MOU with the Fitchburg Art Museum (FAM)**

4. Pursue a purposeful, University-wide approach to community relations, and increase the number of faculty, staff and students who embrace civic responsibility and actively engage with community beyond campus.

- **Through the CCE, created the Community and Corporate Partner Database Inventory**
- **Incorporated the OneCard discount program and the BBOne Off-Campus merchant program to expand the economic connection between the campus community and local merchants.**
- **Hosted research panel that engaged experts in the field of psychedelic treatments for mental health conditions through the department of Psychological Science**

5. Encourage and support faculty and student scholarship that is community-focused and designed to help the city and region address critical challenges or opportunities.

- **Leveraged collaborations between the student newspaper and the local newspaper to assist with coverage of local government event**

6. Continue to provide educational opportunities and cultural programming that attract and engage members of the local community, including alumni.

- **Built an alumni database to connect alumni and current students in career mentoring**
- **Continued the Community Read collaboration with local libraries and surrounding communities**
- **Created a partnership with Christ Church in Fitchburg to offer a campus/community concert**
- **Continued to offer educational opportunities to the surrounding communities through the Adult Learning in the Fitchburg Area (ALFA) program**
- **Mounted several public exhibitions of work by student, faculty and visiting artists in the Hammond Art Gallery**
- **Continued to present the annual Visions exhibit, a juried showcase of Communications Media student work**
- **Hosted public speaker events representing various disciplines across the curriculum**
- **Hosted Massachusetts STEM Week events including a climate panel with local and state officials in AY23 and AY24**
- **Continued participation in the Anchor Collaborative, a community-led program focused on economic outcomes, community cohesion, DEI and sustainability**
- **Offered a year-long series of programs related to Italian culture through the CIC**
- **Created partnership with North Worcester County Symphony Orchestra to bring concert series to campus and expand opportunities for Fitchburg State performers**
- **Initiated the Visiting Scholar Program with a week-long event featuring alumnus and author R.A. Salvatore**
- **Continued to annually offer numerous staged productions through Main Stage Productions and the Communications Media department**

GOAL FOUR: Establish inclusive excellence, innovation, and environmental stewardship as signature strengths

<u>**Strategies**</u>

1. Increase the visible diversity of our faculty and staff in order to nurture the commitment to equity and inclusion throughout the campus community.
   - **Implemented a non-discriminatory faculty and staff hiring process in the Education department**

   - **Integrated internally and externally developed diverse faculty hiring practices in the School of Arts and Sciences and the School of HNS**

   - **Administered and disseminated results of the 2020 and 2022 Campus Climate Surveys**

   - **Ran an Equity in Assessment professional development series in collaboration with the CTL, the Director of Assessment and various faculty, who served as co-presenters.**

   - **Conducted an inclusive excellence assessment of academic programs through the Student Success unit**

   - **Created an online *guide Massachusetts Public Academic Libraries: DEI Hiring Best Practices* that was shared across the Commonwealth's academic libraries**

2. Strengthen the sense of community, institutional pride, and shared accountability on campus.
   - **Instituted the Graduate Adjunct Faculty Award to acknowledge outstanding teaching within the adjunct faculty**

   - **Instituted School of HNS and School of Business & Technology all-school meetings**

   - **Instituted a traveling trophy for faculty/staff intramural champions**

   - **Established an active Student Athlete Advisory Committee**

   - **Built effective collaboration between Disability Services and a variety of academic and administrative departments to promote accessible instructional environments**

   - **Collaborated with Capital Planning & Maintenance and Disability Services to reduce structural barriers**

   - **Implemented a number of university-wide signature events related to orientation, first generation college students, identity months, campus safety, and more**

   - **Established the Dining Together Program in the School of B&T and continued it in the Schools of HNS and A&S**

   - **Held joint and separate social events across academic schools for faculty and staff**

3. Inspire faculty and staff to be involved and experiment, knowing their efforts will be supported through mentorship, guidance, and support.

   - **Expanded active learning classrooms (2.1)**

4. Provide faculty and staff professional development opportunities and appropriate tools, including technology, to ensure they can be effective in their roles.

   - **Conducted regular training for the full division of Student Affairs, individual departments, and for departments outside the division**

   - **Provided training to staff and faculty on technology solutions such as Google Meet, Google Classroom, Google Docs, Google Forms, Canva and Screencast-o-matic via various modalities to improve efficiencies and enhance the student and employee experience**

   - **Incorporated a new EGS drone into the curriculum**

   - **Conducted campus dialogue and professional development on generative AI through the CTL and its Summer Institute**

   - **Continued to expand the offerings and outreach of Digital Learning in SGOCE**

   - **Supported participation in professional associations and trainings off campus**

   - **Promoted campus dialogue about generative AI and Chat GPT through Faculty Development Day, the CTL and its Summer Institute**

   - **Successfully engaged Faculty Champions to serve as departmental liaisons to advance the utilization of SSC Navigate and College Scheduler**

5. Promote a culture of transparent organizational communication and decision making so that all members of the campus community feel valued and heard.

   - **Implemented a structure for policy and practice audits with an equity lens**

   - **Informed the Division of Student Affairs about matters of interest to Fitchburg State through divisional retreats and directors' meetings**

   - **Undertook a Provost Listening Tour in Spring 2023, presented findings at the fall 2023 Development Day and instituted a process for regular communication**

   - **Improved communication via face-to-face meetings and emails in the School of B&T and continued the practices in the School of HNS (5.6)**

6. Promote environmentally sustainable values across the institution and assert the University's commitment to "green" practices.

   - **Inventoried and expanded course offerings associated with sustainability and climate change**

   - **Continued academic and facilities collaboration via the Sustainability Committee to identify and implement sustainable practices on campus**

   - **Purchased recycling bins for Russell Towers and Aubuchon Hall**

   - **Implemented a sustainability-focused Residential Learning Community and an event to repurpose unwanted items during residence hall check-out**

7. Advance the use of innovative technology that improves teaching, learning, student life and simplifies administrative functions.

- **Built a new Nursing simulation lab**

- **Implemented and expanded Handshake, a comprehensive job search platform**

- **Implemented and maximized electronic platforms to facilitate efficiency and data collection in Counseling Services, the Dean of Students Office, Disability Services, and Housing & Residential Services**

- **Implemented a new Integrated Library Services Platform (Alma), a new discovery layer (Primo), a redesigned Library website, and an innovative service "Controlled Digital Lending"**

- **Implemented check-in software and event tracking in the CDI, the Office of Student Development, and Housing & Residential Services**

- **Increased use of Google Classroom and Mursion (Immersive Learning Experience) in the Education Department**

- **Implemented PTC software into the Engineering Technology curriculum**

- **Piloted use of Peerceptiv, a peer review software, across multiple classes**

- **Developed over 170 Online Dynamic Forms, replacing traditional paper forms**
- **Expanded the utilization of Banner functionality to include Finance Self-Service, Communications Management, Faculty Grade Entry, Human Resources and Xtender document imaging.**

- **Upgraded to cloud-based campus Wi-Fi and events management systems**

- **Implemented Qualtrics, a more robust survey software for enhanced data collection and analysis**

- **Relaunched the *Fundamentals of Online Learning* instruction offered to faculty through SGOCE**

GOAL FIVE: Assert our distinctive value proposition and institutional learning outcomes boldly and widely

<u>Strategies</u>

1. Establish Fitchburg State's commitment to education justice and being a student ready campus as a cornerstone of the University's positioning strategy.

- **Supported diversity pedagogies and campus programing through the Deans' Anti-Racism Fund**

- **Refined a new CTL structure to include faculty development in Inclusive Excellence pedagogies**

- **Expanded Early College designations/relationships to include Narragansett Regional High School and Athol High School**

- **Aligned Early College with Fitchburg Educators Academy to increase the diversity of the educator workforce**

- **Updated the Education department exit surveys to assess the impact of the curriculum on preparing anti-racist teachers**

- **Successfully proposed a General Education MTEL alternative to DESE**

- **Implemented an SGOCE holistic admissions committee and worked with various departments to implement changes**

- **Conducted various DEI workshops for faculty and staff through SGOCE**

- **Piloted embedded tutoring in health professional prerequisite courses**

- **Secured a 3-year, $240,000 grant from the Lloyd G. Balfour Foundation to support the Fitchburg State Diverse Future Educators Academy Program**

- **Launched the Business Administration Early College Concurrent Enrollment Pathway at Gardner High School**

- **Held the second annual College ELLevated event, hosting 75 English Language Learning Students from local high schools for an admission information session and tour with translation services**

- **Continued to host Fitchburg High School Honors Program students at on campus recruitment events**

- **Continued the Library's diversity, equity and inclusion efforts including: (1) the establishment of a DEI committee that developed a DEI plan focused on five areas of library operations, (2) a diversity review of the Children's and Young Adult literature collections, (3) an oral history archival project focusing on under-represented alumni voices, (4) the creation of an anti-racism and racial profiling online research guides, and (5) DEI training specifically developed for library staff**

2. Assert Fitchburg State's approach to integrating high-quality professional programs with strong liberal arts and sciences studies as a key University differentiator that also differentiates our graduates.

   - **Implemented a new robust assessment committee that includes all undergraduate and graduate programs/concentrations within the Communications Media department.**

3. Proactively reach, engage, and recruit prospective students through marketing efforts whose reach extends regionally, nationally, and globally.

- **Supported the recruitment of undergraduates through Athletics, Housing & Residential Services, and Student Affairs divisional participation in recruitment events**

- **Cultivated social media use in ways that provide information, highlight services and showcase the impact of Student Affairs departments**

- **Completed an Education pathway for students coming directly from Fitchburg High School that includes additional financial support and guidance that begins in the junior year of high school and continues through their four years at FSU and beyond**

- **Completed the implementation of the Future Falcon Academy, which provides 40 middle school students with engaging on-campus activities during school vacations (3.3)**

- **Enhanced academic collaboration and communication between the Academic Schools, Admissions and Student Affairs**

- **Continued to leverage Slate CRM yield and trend data in the Academic Schools throughout the recruitment cycle**

- **Incorporated Schools of B&T and HNS "What Makes Us Great" marketing strategy into on- and off-campus recruitment activities**

- **Continued multifaceted recruitment efforts in the Schools of B&T, A&S and HNS such as STEM Shadow Days, specialized tours, email-a-thons, promotional videos, social media posts and a virtual Future Falcon Day, in addition to supporting traditional recruitment activities such as Open House and Future Falcon Day**

4. Continue to broaden our value proposition so that students consider Fitchburg State for their lifelong learning needs.

5. Implement a sustained and strategic marketing plan that advances the University's brand and articulates a coherent academic and co-curricular institutional identity.

6. Adopt a more coordinated, collaborative approach to internal communications and external marketing, and proactively engage members of the University community as proud brand ambassadors.

7. Remain affordable and accessible to all prospective and current students.

- **Increased the number of faculty participating in and converting course materials to OER and Open Pedagogy**

- **Significantly increased scholarship opportunities for student study abroad experiences**

- **Updated the Prior Learning Assessment (PLA) process to expand accessibility for adult transfer students**

- **Established an Open Pedagogy Community of Practice in AY23 and AY24**

GOAL SIX: Steward physical and financial resources responsibly and navigate a path to long-term organizational sustainability

Strategies

1. Align budget priorities with strategic plan priorities and improve transparency in financial, budgetary and other decision making.

   - **Strengthened internal Academic Affairs processes and accountability regarding sources of institutional funding for faculty development (the Academic Innovation Fund and Foundation endowments), Alternate Professional Responsibilities (APRs) and stipends, and new/replacement faculty position requests**

   - **Raised the visibility of faculty scholarship by establishing a unique budget for the CFS and formalizing the CFS budget**

2. Align academic and co-curricular program plans with long-term enrollment demands by taking a data-driven, mission-focused approach to evaluate performance of current offerings and guide development of new programs.
   - **Explored and identified effective alternative ways to deliver counseling interventions to promote retention**
   - **Used the results of the College Student Inventory to inform TRIO Student Support Services' bespoke advising approach**

3. Expand existing and identify new markets for Fitchburg State programs.

   - **Began a campus internationalization plan in collaboration with the Internationalization Advisory Committee**

   - **Developed and launched a new Human Services minor (1.4)**

   - **Developed and launched a new Public Health Concentration (1.4)**

   - **Revised the Nursing curriculum to meet new AACN accreditation standards (1.4)**

   - **Developed and launched an AI & Data-based Communications Certificate (1.4)**

   - **Developed and launched a Data-Based Social Media Strategy Certificate (1.4)**

   - **Developed and launched a Cybersecurity concentration (1.4)**

   - **Developed and launched an Information Systems Management concentration (1.4)**

   - **Developed and launched a Data Analytics Minor (1.4)**

   - **Developed and launched a Political Journalism Minor (1.4)**

4. Increase philanthropic support and provide effective stewardship of funds donated to the University and Foundation.

   - **Received external grant funding in Academic Affairs totaling $8,174,198 (AY21-23)**

5. Create a facilities master plan and long-term capital plan aligned with the strategic plan, academic program plans, and green/net-zero requirements.

6. Leverage current and newer technologies to support mission, mitigate institutional risk, and realize efficiencies.

   - **The Library implemented a new cloud-based integrated library system in FY23, a new inter-library loan system in FY24, and migrated the library website to the main Fitchburg State University website in FY24. These projects improved access and cybersecurity while increasing staff and financial efficiencies.**