

Goal Results for the 2021-22 Academic Year

Overview:

The president is responsible for leading the university in an effective and efficient manner, and administering daily operations with a primary focus on quality and excellence. The goals for this year are consistent with the campus strategic plan and are designed to support and strengthen the mission and vision.

Goals:

1. Continue to lead the campus efforts related to the COVID-19 pandemic.

- Managed the campus consistent with guidance from state and federal authorities.
- The campus conducted its academics primarily in an in-person format with fully remote and hybrid offerings allowing flexibility to students and faculty as necessary.
- Student support services were provided both face-to-face and in a remote form.
- Telework was provided as an option to staff when appropriate.
- Housing was de-densified and more single accommodation options were offered.
- Food services returned to a more normal format, but the highly successful to-go option was retained.
- The Environmental, Health and Safety team collected and processed approximately 16,500 COVID-19 tests.
- Case management of positive cases and close contacts were handled internally (approximately 400 positive cases).
- Quarantine and isolation accommodations were provided to residential students impacted.
- Overall campus positivity rate was approximately one percent as compared to the city and region which hovered at a rate considerably higher.
- Masks and sanitizing supplies were maintained and distributed to the campus community on request.

2. Maintain sound financial management and operational controls.

Accounting

- The university had a clean audit in FY2021.
- Managed and disbursed HEERF funding to students (100% distributed).
- Total private support (new gifts) yielded \$1,648,885 (an increase of 50% over last year).
- Total grants awarded was \$3,566,088 (an increase of 9% over last year), total grants pending \$23,138,993).
- Student fees were increased slightly but still remain at the low end of the state university system.
- Successfully implemented remote working on an ongoing basis when appropriate.
- Continued to move more paperwork to digital formats.
- Implemented processes to submit RT TV to State Comptroller monthly, as required by law.

- Implemented a new process for managing outstanding checks between Student Accounts/Accounts Payable.

Budgeting

- Implemented virtual budget training sessions for new academic department chairs.
- Implemented a virtual training module for budget tracking and adjustments for department users.
- Created a new Financial Services newsletter - "Financial Times".

Other Finance and Administration

- Environmental Health and Safety implemented a new online training program resulting in 95% training compliance of required personnel.
- Materials Management deployed 500 new RFID tags for enhanced ease of inventory tracking.
- Student Accounts managed the Perkins Loan Liquidation project.

IT

- Created four more Google Meet system conference rooms on campus to encourage and increase virtual collaboration.
- Created a new 30-person zero-client virtual desktop classroom in McKay with seven additional computers for student-only usage.
- Brought online new 16-unit small computer lab for the business department.
- Enabled student recording capabilities in Google Meet so that students can record collaborations or presentations online.
- Replaced the Media Wall system with a new management unit in the lobby of Conlon Hall.
- Produced over 50 recorded electronic trainings for faculty and staff to guide them in the use of different technology.
- Removed all Windows 7 systems on campus as that O/S is end of life and no longer received security patches.
- Encrypted all server data in both datacenters so that data-at-rest is encrypted.
- Forced two-factor authentication for all employees on Google Enterprise, administration accounts, finance and payroll areas and other high-risk applications and areas.
- Forced two-factor authentication for Google Enterprise for students.
- Upgraded the Alertus system for campus-wide emergency messaging.
- Added 110 electronic forms for campus use - replacing paper forms and including automatic routing.
- Updated all security policies.
- Moved server systems (windows and linux) to Sophos for antivirus and hacking protections.
- Replaced our existing backup systems with new hardware with no loss of data.
- Moved our Web Application Firewalls from on-prem devices to a cloud solution to increase performance and security.
- Increased storage system for SIEM logging. Now a one-stop solution for all significant electronic events.

- Implemented a data warehouse for campus and read in all Slate, Banner, OneCard and Transact records.
- Implemented Azure authentication for cloud systems usage.
- Updated Spiron Identity Finder to include scanning for Google Drive files to limit protected information storage.
- Installed three new registers on campus and integrated them with our Transact system.
- Repaired or replaced bad or damaged fiber connections at the Wallace Civic Center, townhouse dorms and McKay campus.
- Brought the theatre block and Klondike warehouse onto fiber connections so their network connections are the same as all other buildings and are not affected by weather anymore.
- Switched from TPX to Comcast for one ISP connection to improve reliability and reduce cost.
- Replaced the core network systems with Aruba units. A significant improvement in speed and security over the outdated Enterasys switches.
- Created an information capture system to collect strategic plan and NECHE information relative to metrics and specified timelines.

Payroll

- Payroll in collaboration with International Education worked to improve the process of onboarding international students.
- Payroll emphasized training and cross-training of the payroll team to better support campus constituents (localized and state supported training). One-on-one training locally, group training locally, and state supported training.
- Created a student timesheet guide which provides instructions on how to enter time into SSTA for new students and those who we will be transitioning from swipe cards to SSTA in the coming months.
- Continued to build and introduce Dynamic Forms, modifying existing forms.
- Intentionally focused on inclusiveness related to onboarding students, so they feel welcome. Added preferred name field to all student contracts and creating new forms to meet the needs of the constituents we serve.
- Continued to work on new topics for the “Payroll Post” and planned expansion of future issues.
- Continued scanning efforts of paper payroll folders in order to convert them to electronic files stored in Xtender.
- Established position control and implemented and updated pooled positions for certain contractors/adjuncts to streamline tracking/reporting (ie. Unit vs Non for Part Time Day).
- Created a new process for Federal Work Study students to track their award amount and prevent overpayments.
- Payroll has created process documents for the division to include: how to assign electronic signature, how to enter and reconcile faculty attendance, LDR Report, Mass Upload Process, and Minimum Wage Upload Process. They will continue to work on creating new process documents.
- Payroll was tasked with calculating two years of retroactive COLAS for all benefitted employees adhering to different MOA’s for each respective union; which required

months of preparation, significant calculations, validation and processing of the COLA increases, retroactive payment and COVID Bonus for all FSU employees.

Human Resources

- HR Banner Implementation - This will provide a robust system with employment related activity to be mirrored from HRCMS in Banner to provide Finance with detailed accounts of expenditures related to personnel costs.
- Established a position management control process, continue to review and assess.
- PFML/FML – The state implemented PFML which has increased the leaves for employees: 21 employees utilized the state paid family medical leave.
- Falcon Welcome - two Falcon Welcomes for new employees were offered; continuing to evaluate and modify the program as needed.
- HR has conducted search processes for administrative positions for managers for both academic and administrative offices and identified new hires to successfully complete these searches.
- Together with the HR/Payroll team, met with the Academy Director and streamlined the hiring and onboarding of academy contractors.
- Created in Interview Exchange (Forms Module) a vacancy/replacement form which will allow all requests to fill a position to be processed in a uniformed platform and improve the communication of position requests between hiring managers, HR, budgeting and the leadership team. Roll out FY23
- SafeColleges - transitioned to a new training platform. Partnered with University Services and Technology so they can assign their training and run reports on compliance through this platform.
- Human Resources successfully implemented flexible work arrangement for employees outside of the pandemic.
- HR has successfully transitioned all onboarding for the university workforce to automated process.
- HR served on the COVID response team for all COVID related needs for the university.
- Implemented and facilitated all MOA's related to union contracts and implemented CBAs.
- Responsible for tracking all COVID vaccinations, boosters and exemptions, employee testing
- Successfully updated all adjunct positions in Interview Exchange to refresh the candidate pool.
- Updated HR landing page on website for a more user-friendly page.
- Established a recruitment and retention compensation program for University Police with the Chief, and successfully impact bargained the new effort.

Title IX and Compliance

- During the FY 22 year, the Director of Compliance implemented and rolled out various training across campus to meet compliance, educational, and prevention related needs. These include the following.

- Audited the listing of campus security authorities (CSA) and rolled out CSA trainings using Vector Solutions to meet compliance requirements within the Clery Act.
- Rolled out Title IX, bystander prevention, and awareness training for all new students using Vector Solutions student module.
- Presented Title IX training to new employees as part of the new employee onboarding training.
- Rolled out Title IX training for student athletes using Vector Solutions as part of the NCAA training requirements.
- Coordinated training of on-campus staff involved in the Title IX process through the use of the SUNY SCI curriculum and implemented use of the SUNY SCI for the year.
- Worked at the system level regarding implementation of the new NCAA requirements intersecting with Title IX. Specifically, this involved mandatory training requirements, new and transfer student disclosure in relation to title ix incidents, and attestation by the Title IX Coordinator.
- Worked on the implementation of new Massachusetts Campus Sexual Assault Law.
- Coordinated response to student and staff reports of possible harassment/discrimination (including sexual misconduct reports).

Benefits

- Promoted open enrollment and assisted employees with transitioning employees from Fallon to another insurance plan.

3. Continue the implementation of strategic initiatives as articulated in the 2020-2025 Strategic Plan.

Academic Affairs

- Development and approval of the Academic Plan, 2021-2025 (Comprehensive articulation of goals and priorities to support the University Strategic Plan).
- Launched new General Education Program curriculum in fall 2021.
- Increased international student enrollment in graduate programs (largest changes in MBA and Computer Science).
 - Fall 2021 to fall 2022 - 89% increase
 - Spring 2021 to spring 2022 -110% increase
- New M.S. in Construction Management (will seek state approval this coming year).
- Two new MBA concentrations: Finance and Business Analytics.
- Vocational Technical Teacher Training Certificate was approved at the graduate level (previously only available as an undergraduate option).
- Received approval as a Wilson Accredited Partner.
- Through the library, helped secure a \$1.4 million ROTEL grant with five other colleges that promotes textbook affordability, student success, and inclusion and equity to benefit all students particularly minoritized students. The ROTEL grant provides stipends to faculty to remix and/or develop accessible, intentionally inclusive open textbooks and other OER that reflect students' local and lived experiences.

- Developed and executed successful study abroad programs after a two-year hiatus due to COVID-19. Faculty led programs in Costa Rica, Greece, Spain, Ireland, Los Angeles/Hawaii, and Verona.
- Received Early College State Designation for a new partnership with Narragansett Regional High School.
- Commonwealth Dual Enrollment Grant funded at \$40,000 to support high school students to enroll in university courses.
- The Academic Coaching and Tutor Center offered a second-round pilot of College Reading and Learning Association (CRLA) Peer Tutor training to students at Fitchburg High School and launched first round pilot with Leominster High School.
- The Academic Coaching and Tutor Center collaborated to bring the Multilingual Scholars peer educator training to local high schools.
- Fitchburg State and Fitchburg High School signed an MOU through the Education Department to offer early college pathways and financial support to inspire underrepresented student populations to pursue teacher educator careers.
- New major in Digital Media Innovation reaching the final phase of BHE approval with vote of approval on June 13 to complete fast track review.
- Game Design students in the Virtual Reality Development class developed a prototype/proof of concept training app for the Nursing Simulation Lab.
- Moot Court Results: Our team of Maylynn Velazquez and Ben Hill finished second in the nation in the written brief competition.
- Game Design hosted third annual Fall Game Jam in fall 2021 and served as host site for Global Game Jam in spring 2022.
- Five episodes are now live of Perseverantia: A Fitchburg State Podcast. This pilot series focuses on the Fitchburg State community's experience with the Covid-19 pandemic from the students' perspective. This podcast, as well as the digital exhibit, emerges from several research initiatives. In December, EHPS began collecting images and stories of FSU's Covid-19 experience. This work expanded to a partnership with SGA, and then in the Honors Seminar in History.
- New Certificate Program in Medical Spanish.
- Future Falcon Academy sponsored by the Education Department brought middle school students to campus for a full week immersion program during their school vacation. Students were able to work with faculty on projects and exercises for a taste of campus life.
- Future Educator Academy sponsored by the Education Department recruits diverse high school students to consider a career in education. Students earn a leadership certificate while participating in university-sponsored programs.
- Education Department supporting a cohort of teachers on emergency licenses to obtain licensure through our graduate program in moderate disabilities.
- 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.
- The Mathematics Elizabeth Haskins Contest was back on campus for its 41st year. Over 60 regional high schools participated.

- New Production Technology Certificate program developed by Engineering Technology and offered through the Center for Professional Studies in response to workforce needs in Central MA.
- New articulation agreements with Mass College of Pharmacy and Health Sciences are in the final stages of approval. Students will be able to enter their Optometry, Doctor of Physical Therapy, and Pharmacy programs.
- Career Services and Academic Departments created core career competencies and action plans for individual majors funded through a Davis Foundation Grant. This work outlines for students' career competencies beyond the content knowledge of the major with competencies such as communication skills, quantitative reasoning, and collaboration. The action plans for each major map out for student what they should be attending to each year to achieve academic milestones, build experience and prepare for life after graduation.
- Anti-racism work of the library recognized by the Association of College and Research Libraries and featured this work in the VAL Spotlight Series: Practices of Equity & Social Justice.

Student Affairs

- Upward Bound's grant from the federal government was renewed in the amount of \$2,162,755 for Upward Bound over five years to serve 91 students (an increase of 4.) It is notable that all three of the Competitive Preference Priority points were scored perfectly by 3 separate readers.
- Housing occupancy improved upon the decades-long 9% trend to reduce the melt from Fall 2021 to Spring 2022 at 6.9%.
- Office of Student Development completed the first year of a two-year pilot of the Curricular Model in Student Affairs, which aligns the mission, goals, outcomes, and practices of a student affairs division, unit, or other unit that works to educate students beyond the classroom with those of the institution, and organizes intentional and developmentally sequenced strategies to facilitate student learning. Starting in academic year '24, we will begin to implement this model division-wide.
- Launched the Falcon Family & Friends program in collaboration with partners across campus
- Launched a Student Affairs Assessment web page that documents contributions to annual goals, objectives, and key performance indicators that are in alignment with institutional priorities.
- First year of staffing the new position of Director of Student Diversity, Equity, Inclusion, and Belonging Programs.
- Counseling Services offered evening hours as part of their regular schedule in 2021-22.
- University Police developed and launched the De-Escalation Program to provide our community the tools needed to navigate tense situations and prevent them from escalating.
- University Police continues to update their policies and procedures to move toward IACLEA Accreditation. The changes to the accreditation, along with the implementation of Massachusetts' Police Officer Standards and Training (POST) have resulted in all policies and procedures be revisited.
- Offer in person Clery Compliance Training for our campus members.

- Odin K19 was added to the team at University Police. Odin is our first comfort dog designed to boost community engagement and assist with those who have experienced trauma.
- Upward Bound digitized their application process.
- Upward Bound and Upward Bound Math & Science are reinventing their Summer Programs as we come back from being remote during COVID.
- Upward Bound Math and Science was one of 35 programs across the country selected to participate in the “Jurassic World: Rule Your Future STEAM Initiative” sponsored by the Council for Opportunity in Education & Comcast/NBC Universal!

Equity Agenda

- Leading for Change had the following areas of focus in 2021-22:
 - Hiring employees with an equity lens
 - Policy review with an equity lens
 - Sharing the results of the Campus Climate Survey
 - “We Are All Educators” training series
- Student Affairs Diversity, Equity, and Inclusion committee had the following areas of focus in 2021-22:
 - Monthly training series
 - Pride Index
 - Racial Equity and Justice Institute work (working with the statewide group)
 - Intercultural Development Inventory
- Three Student Affairs departments conducted a thorough review of their policies, procedures, and practices with a DEI lens in 2021-22:
 - Counseling Services
 - Housing & Residential Services
 - Athletics & Recreation
- All 12 departments in Student Affairs conducted a review of their policies and procedures for inclusive language.
- The newly designated Identity-Based Programming Fund has made it easier for the university to sponsor both designated Heritage and Pride months and individual programs. In 2021-22, we sponsored 13 events.
- We housed 4 Moving to College students, and anticipate having 5 in 2022-23.
- Disability Services worked with Academic Affairs to update how we support students’ note taking accommodations. Luckily, we are able to use Google Docs and the Google Platform to not only solve the access issue, but also promote independence and skill building in students with disabilities at no cost to the institution.
- The Athletics Department was supported by TRIO Student Support Services, the Library, and many other departments in piloting a student-athlete study hall in Spring 2022, for the football team.
- The Falcon Bazaar Food and Necessities Pantry continues to provide support to students. A way for contributors to purchase food and necessities through Amazon.com was added, making it both convenient and easy to identify items students ask for, and several offices and student organizations facilitated food, necessity, and clothing drives to help stock the Bazaar.

- Center for Diversity and Inclusiveness (CDI) has greatly expanded its visibility and offerings. The hours of the Center were extended to 8 am - 9 pm, Monday through Thursday. CDI facilitated 48 trainings, and engaged 25 different departments, groups, organizations and community partners. CDI collaborated on 79 total programs during the academic year.
- Revised the CDI Ambassador (student worker) role to be more collaborative, informed, and programmatic.
- On the academic side, CDI collaborated with the following on DEI-related initiatives and training (among others):
 - General Education Committee
 - Center for Teaching and Learning
 - Continuing Education and Graduate Admissions team
 - ROTEL grant/Open Educational Resource group
 - Faculty Development Day
- Housing & Residential Services continues to prioritize the development of the student and professional staffs on Diversity, Equity, and Inclusion knowledge, insight, and competency. Areas of focus included personal development of both student and professional staff, and topics included Intercultural Development Inventory, the Basics of American Sign Language, Tunnel of Oppression, Implicit Bias, and Supporting Transgender and Non-Conforming students, building authentic relationships with those who are different from us, leading at Hispanic-serving institutions, the Motherhood Penalty, and Take Back the Night.
- The Office of Student Development has been leading and encouraging student organizations to actively participate in and initiate DEI training.
- The Pride Index score for Campus Safety was 5 stars out of 5, indicating that FSU has taken progressive efforts to address the safety concerns of LGBTQ people.
- University Police has updated several specific policies based on the DEI lens, and will continue to engage intentionally while recruiting officers and other department members who represent the university community. Examples of the policy updates are:
 - From “Bias Based Policing” to “Bias Free Policing”
 - From “Use of Force” to “Response to Resistance”
 - Reviewed all policies, the Annual Security Report, and web pages for inclusive language
- Upward Bound Math & Science is focusing on the overarching theme of STEM Justice (STEM + Social & Restorative Justice) that will inform all projects and student leadership opportunities through Project LEAP (Leadership, Equity, Access, Project-Based Learning) this summer.
- Disability Services partnered with the Registrar to secure priority registration for students registered with the office.
- Counseling Services is providing training for faculty and staff, including on the impact of mental health and identity.
- The Student Affairs Diversity, Equity, and Inclusion Team is creating a Blackboard Course to share resources with colleagues across campus about exploring issues and identities.

- The Bias Incident Response Team is providing education to the campus about current incidents and their context. This year, they created content to explain about chosen names and where to effectively access students' names for their rosters.
- Athletics has focused this year on the experience of trans* athletes.
- Student Affairs departments are heavily involved with identity-based programs and months, including Courageous Conversations.

4. Oversee the NECHE accreditation process to completion (report process and review team visit)

- The university completed the ten-year self-study report and submitted it in a timely fashion to NECHE and the visiting review team.
- The university hosted the visiting review team and provide necessary support material and service during their time on campus.
- The university received a positive review team report and responded to factual errors in the report. It also provided an overall response to the report highlighting activities underway to address visiting team comments and recommendations.
- A meeting is scheduled in mid-September to meet with the NECHE Board to learn the final disposition of the accreditation process. Given the positive nature of the review a full accreditation is anticipated.

5. Continue to work on student enrollment goals.

- The Office of Admissions structure was redefined and rebuilt with the focus upon “depth of bench.” Too many roles and responsibilities were limited to a single person/position and when staffing changes occurred, critical losses of knowledge and experience was common.
 - Director of Admissions - candidate selected with specific experience with transfer student recruitment.
 - Associate Director of Admissions - redefined position description incorporates both freshmen and transfer recruitment responsibilities.
 - Associate Director for Admissions Operations - elevated an existing position focused upon admissions processing and CRM usage. Assumes all processing responsibilities from SGOCE including the supervision of an additional staff person.
 - Assistant Director of Admissions Operations - redefined and realigned position working with SGOCE.
- Intentionally moved application review cycle and applicant notification. Historically admission decisions for fall starts were issued beginning in mid-December. During the cycle for fall 2022, admission decisions were sent beginning in October.
- An intentional revision to the timeline for review and selection of students for the Honors Program. Review historically began in mid-December, began in October.
- Established partnership and worked on the implementation of the Common Application for the fall 2023 cycle.
- Enhanced communication to applicants to include text messaging.
- Developed new parent/family contact collection and messaging.

- Established Communication Planning Group - weekly meeting of key staff in which all communications and campaigns are reviewed, updated and launched.
- Established Scholarship Review Group - weekly meetings to evaluate and make recommendations to update all scholarships for the fall 2023 cycle.
- Updated SLATE portal for visitations on website
- Increased event offerings.
- Added Twilight Tour Options (2 weeks in fall & 2 weeks in spring).
- Added 3rd fall open house date.
- Added 2nd spring Future Falcon Day (yield event).
- Added 3 fall recruitment virtual events.
- Added 4 spring virtual yield events (with financial aid and housing focus).
- Added summer visitation dates (historically offered 2 days each week, currently 5 days a week).

Offices of Marketing & Integrated Communications

Reorganized the staffing in the department to include:

- Director of Marketing - redefined position.
- Staff Assistant - Visual Elements (new).
- Staff Assistant - New Media (new)
- Staff Assistant - Web Content Specialist.
- Re-established social media platforms (Facebook, IG, Twitter); established content calendar and priority postings.
- Launched TikTok account.
- Developed SmugMug gallery for visual images - option to share images with others.
- Launched effort to collect content - “Tell Us Your Story”.
- Developed new web presence for publicity, marketing requests and web content updates.
- Shifted publication dates for twice a year magazine.

6. Continue to evaluate the campus organizational structure in support of the university mission.

- Critically evaluated and redefined job descriptions and reorganized unit structures as necessary to meet the changing needs of the university and the realities of declining enrollment.
- Emphasized the importance of diversity of all candidate pools.
- A number of major software implementations (HR Banner & Edify) will allow for more detailed analysis of positions, their contribution and cost.

7. Oversee ongoing capital projects and advocate for additional funding to address deferred maintenance and renovation need as appropriate.

- Completion of the electrical infrastructure project.
- Completed final phase of McKay C renovation.
- Completed renovations to the new University Welcome Center in the Anthony Student Services building
- Started the first phase of Thompson renovation.

- Completed a number of smaller DCAMM Critical Repair Projects.
- Completed department reorganization and filling of vacant positions which included the successful hiring of a Work Order Manager and HVAC Power Plant Manager.
- Efforts to promote environmentally sustainable values across the institution continue including the recent purchase of recycling bins for Russell Towers and Aubuchon.

8. Continue to strengthen university/community relationships.

- The University has placed significant effort on strengthening alumni relations with support of the Alumni Association
- Developed virtual alumni town halls, coffee hours and “Falcon Talks.”
- Continued to strengthen connection with the Fitchburg Art Museum with programming and sponsorship support.
- The university produces a monthly Alumni E-Newsletter and Contact Magazine.
- The university has worked with the City of Fitchburg on infrastructure planning around the downtown main street area (ReImagine North of Main / Intown Fitchburg).
- Sizer School - Board of Trustees
- Our Fathers House - Board of Directors
- Fitchburg Art Museum - Board of Trustees
- Chamber of Commerce - Board of Directors
- United Way - Board of Directors
- Cushing Academy - Board of Trustees
- Fitchburg Public Library - Foundation Board
- NCAA Division III Presidents Council
- NCAA Committee on Infractions
- Presidents Higher Education Reopening Working Group (Advisory to Governor Baker’s Massachusetts Reopening Advisory Board)
- Selected by the Worcester Business Journal to the Power 50 list in Central Massachusetts for Community Development