

2024-2025
Unit Annual Report
Division of Academic Affairs
Unit: ____SGOCE____

Please submit by June 1st to the AVP for Institutional Research & Planning

I Mission and Goal/Outcomes Statement:

Provide overall Mission/Goal Statement for your unit.

The School of Graduate, Online and Continuing Education will provide equitable, accessible, affordable, and excellent adult-learner centered programming that is personally transformative, professionally relevant, and responsive to the diverse global workforce and community needs of the North Central MA region, Commonwealth, nation and world.

Vision- To be the leading state University provider of graduate and continuing education programming and serve as a national model for state Universities.

II Personnel:

List all staff and note all personnel changes that occurred during 24-25.

Name

Position

<i>Name</i>	<i>Position and Status</i>
Amber Deschenes	Director of SGOCE Operations
Amy Tibbetts	(part-time) MBA Coordinator - Current
Becky Copper-Glenz	Dean of SGOCE - Current
Dalia Marzuca	Administrative Assistant - Extended Campus - Current
Dani Langdon	Assistant Director of Prof Stud and Ext Campus - Current
Dawn Gilliatt	Outreach and Recruitment Coordinator/ UG Program Liaison – Began Summer 2024 - Replaced Brian Schremser
Denise Bertand	Administrative Assistant - Dean and SGOCE - Current
Jennifer Murray	Coordinator of student service/advising - Promoted to Assistant Director of Enrollment - Student service and advising - Current

Juan Orta	***Reports to Admissions/ dotted line to SGOCE – Assistant Director of Graduate Admissions
Kelly Mayer	Assistant Director of Enrollment – MA/MS program Liaison and retention lead for SGOCE – Began Fall 2024 – Replaced Amber Deschenes who was promoted to Director of Operations in Spring 2024.
Lisa Moison	Associate Dean of SGOCE - Current
Mary Gowdy	Associate Director of Enrollment - International - Current
Meagan Martin	Instructional Designer - Current
Pam Mayou	Staff Associate/Coordinator for Contract Employment/GCE – Moved from the HR Department to the SGOCE division in Fall 2024.
Peter August	Assistant Dean of SGOCE Enrollment – Current
Ralph Fasano	Director of Digital Learning - Current
Tracy McGrath	Administrative Assistant - Center for Prof. Stud - Current

III Facilities/Equipment:

List any new facilities/equipment/software etc. acquired during 24-25.

IV Budget Expenditure Analysis:

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

We did not get to all of our planned research and marketing/outreach activities this year as the fall semester involved more time with onboarding new staff members to the enrollment team while also working on Winter and Spring Enrollment and Admissions daily work and providing front line student service. Now that we have a full team we plan to utilize our contract funds to work with a larger marketing/enrollment company to assist us with market research, SEO updates for our program pages and promotion to several key programs.

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.

- **The team had 3 discussion topics on DEIJB subjects** during our team meetings. We normally schedule every other month however staffing transitions impacted

our ability to maintain these as planned this year. We restarted these discussions in spring 2025. Topics included:

- Non-Traditional Students – Discussed unique factors to consider in service to this student population.
- The Value of Belonging – Discussion about Belonging in relation to the workplace and education.
- Student engagement and sense of mattering in a large UG course. Discussed differences between mattering and belonging and what we can learn from this in relation to communication with students outside of classroom to maintain a sense of mattering.

New SGOCE Student Events

- Undergraduate Orientation (August 2024 Moved to Asynchronous Bb for Spring)
- Graduate Orientation (August 2024 - moved to Asynchronous Bb for Spring)

Internal SGOCE recruitment events for all SGOCE programs

- Ask Me Anything - every second Wednesday of the month at 3:00pm
- SGOCE Open House – (October 2024)
- International Application Workshop (November 2024)
- SGOCE Open House (March 2025)

University Wide recruitment events

- Future Falcon Days – August 2024
- Fitchburg State Rock the Block (September 2024)
- Fitchburg State Internship and Job Fair (October 2024)
- Veteran Student Meet and Greet (October 2024)
- Fall UG Day School Open House (October 2024)
- Fitchburg State Graduate Education Exploration Day (November 2024)
- Fitchburg State Health and Life Sciences Career Fair (February 2025)
- FSU Hockey game and Tailgate Party
- Fitchburg State Career Fair (March 2025)
- Future Falcon Day (March 2025)

External recruitment events for all SGOCE programs

Fall 2024

- Groton Fest (September 2024)
- Assumption University – Grad Fair (October 2024)
- Keene State Grad Fair (Oct. 2024)
- MWCC Transfer Fair (Oct. 2024)
- After Hours Quaboag Hills Chamber of Commerce (Oct. 2024)
- MEGA Business after Hours Corridor 9/495
- Nashoba Valley Bi-Annual Hiring Event (October 2024)
- WMCOPA November Vendor Show
- UMass Dartmouth Grad Fair

- 6 Chamber Bash After Business Hours – Great Wolf Lodge
- Chamber Winter Reception

Spring 2025

- ACTE Regional Conference
- Annual Social Nashoba Chamber
- Creative and Common Good Career Fair
- Legislative breakfast
- MA State Police Association Expo
- New England Workforce Network Conference Embracing the Entrepreneurial Mindset Driving Innovation in Workforce Development
- Open for Business Expo
- Quinsigamond Community College Transfer Fair
- MTA Annual Meeting of Delegates
- Taste of Nashoba Valley
- MATSOL Conference

Special Events

- Anthony Building Connection Events - Organized and facilitated a fall Anthony Building event to connect with staff/share updates.
- Digital Learning Hosted SGOCE Faculty Development Days in August 2024
- Digital Learning -Faculty Dinner/Development - Development dinner in November 2024.
- SGOCE Virtual Fall faculty and chairs meetings in Fall 2024 and Spring 2025.

University Committee Participation

- **ALFA Board** - Lisa Moison is the University Liaison/Member
- **Data Integrity Committee** - Peter August
- **Community Read** – Dani and Lisa
- **Graduate Council** - SGOCE team representation - Becky Copper Glenz and Denise Bertrand as the notetaker
- **Student Success Taskforce** - Amber Deschenes as the representative
- **Graduate Holistic Admissions Taskforce** - Led by Peter August includes Juan Orta and Jennifer Murray
- **Transfer Student Taskforce** - Led by Becky Copper-Glenz, Dawn Gilliatt serves as an SGOCE representative
- **Technology Committee** - Meagan Martin as the SGOCE representative
- **Commencement Committee** - Becky Copper Glenz
- **MSCA Professional Development Committee** - Academic Affairs Rep. - Becky Copper Glenz
- **Partnership/Workforce Development Taskforce** - Lisa Moison
- **Library/IT/Disability Services and SGOCE group** - Ralph Fasano is our representative
- **OER Committee** - Meagan Martin / Ralph substitutes if Meagan is not available

- **Center for Teaching and Learning (CTL)** - Ralph Fasano participates in regular meetings with the center faculty and collaborates on CTL offerings.

External Organizations

- **ACE MA Women's Network** - Becky Copper Glenz/Board Member
- **Boys and Girls Club Fitchburg/Leominster** - Board Member - Lisa Moison
- **North Central Healthcare Anchor Collaborative** - Lisa Moison serves as the SGOCE Liaison and one of the University Leader Representatives
- **MA Healthy Aging Collaborative** - Lisa Moison is the University Representative
- **MA Online Consortium** - Ralph Fasano is the University Representative
- **NC-SARA** - Ralph Fasano is the University Representative
- **Society for College and University Planning (SCUP)** - Becky Copper-Glenz Northeast Council Member

Professional Development

Summer/Fall 2024

- **Anthology: Ethical AI in Action World Tour**, Bridgewater State - Ralph
- **Articulate 360 AI Powered Course Creation Webinar** – Meagan
- **Bb Ultra Gradebook and Intro to Bb Learn Ultra Courses** –Meagan
- **College Board Trainings** - Dabi
- **Educause Teaching with AI Courses** – Ralph
- **Equity Minded Teaching and Learning** -REJI institute - Lisa
- **Google Training through IT** – Dalia
- **National NAFSA Conference** - Mary Gowdy participated
- **National Slate Conference** - Peter August participated
- **NECHE Annual Meeting** - Becky Copper Glenz Attended
- **NEGAP Regional Conference** – Enrollment Team
- **Online Learning Consortium Conference National**– Ralph Fasano
- **Podium Training through IT** – Tracy, Dani and Dali
- **Strategies for Disagreeing with Empathy and Evidence Harvard School of Ed workshop** - Lisa

Spring 2025

- **Creating Kindness Workshop through HR** – Tracy and Lisa
- **Dimelo Talks** – Fostering dialogue and understanding about the Latino Community in MA
- **NACUBO Student Billing Services – Presented on Billing in relation to Retention** (- Presented by Becky Copper-Glenz and Summer Fetterroll (Student Accounts)
- **National UPCEA Conference** Peter August and Jennifer Murray Attended and Presented on a National Model for Delivering Online New Student Orientation.
- **Bb Ultra Webinars and Trainings** - Ralph Fasano and Meagan Martin
- **Professional Development**

- **Thinking Preferences Assessment Workshop** through SGOCE – All SGOCE Team members
- **UPCEA Course – Forecasting, Budgeting and Managing Money in an Environment of Uncertainty** - Lisa

University Committees Represented

- Admissions Operations Committee – Peter and Juan
- ALFA Board – University Representative - Lisa
- Dynamic Forms Committee - Amber
- Holistic Admissions Committee – Peter
- International Strategic Enrollment Planning Taskforce – Mary, Peter and Becky
- Graduate Council – Becky
- MassHire North Central Board – Lisa
- MSCA Professional Development and Retraining Committee – Becky
- SGOCE Budget Committee – Lisa, Amber and Becky
- SGOCE Registrar/Student Accounts Mtgs – Lisa, Peter, Amber and Becky
- SGOCE/IT Mtgs – Ralph, Peter, Lisa, Amber and Becky
- Staff Academy – Becky
- Student Success/Communication – Amber
- Transfer Student Taskforce – Dawn and Becky
- UARC – Becky
- University Partnerships/sponsorship Sub-committee - Lisa

VI Action Plan for 2024-25:

(Insert your 24-25 Action Plan from last year's report)

SGOCE 2024-2025 Action Plan

Planned Initiatives for 2024-25	Academic Plan Association	Associated Strategic Plan Goal & Strategy Goal # followed by Strategy # ex: 3.2	Indicate if a DEI initiative and Budget Links
Goal 1- Forge Innovative Paths to Knowledge Acquisition, Career Readiness, Social	Curriculum and Scholarship - New Academic Offerings New bachelor and master degree options	Strat Goal 1 #4, #5 #6	Program Dev Budget

<p>Mobility and Lifelong Learning - To be addressed by:</p> <ol style="list-style-type: none"> 1. Explore a dual MBA/MS Comp Sci Masters and/or MBA On-Campus COMP Concern. 2. Develop a plan to strategically grow non-credit / professional development programming across schools 3. Continue to investigate the option of adding online accelerated bachelor degree options like Psychology. 	<p>Broadened workforce development opportunities.</p>		
<p>Goal 2- Become a Model Student-Ready University and Narrow the Achievement Gap. To be addressed by:</p> <ol style="list-style-type: none"> 1. Assess the Holistic SGOCE Admissions Taskforce (HSAT) recommendations that have been implemented to date and continue the work of the taskforce. 2. Complete the SGOCE assessment plan. 	<p>Student Academic Success</p> <p>Access and Inclusivity</p> <p>Innovative Support Mechanisms</p>	<p>Strat Goal 2 #1, #, #3, #4, #5 and #6</p> <p>4. Ensure all processes and support services are adequate to meet the unique needs of transfer students, non-traditional</p>	<p>DEI</p> <p>Support for workshops/initiatives</p>

<p>3. Digital learning will implement a roll out plan for converting Bb courses to Bb Ultra. This will be a long-term project that will involve all Academic Depts and other stakeholders across campus.</p> <p>4. Work with Career services to confirm at least 2 activities each year focused on graduate /adult students.</p> <p>5. Convene a minimum of 2 activities focused on DEI related topics for staff and/or faculty.</p> <p>6. Reinstate the transfer taskforce and distribute the updated survey to all transfer students.</p> <p>7. Work in collaboration with the CTL to assess and develop faculty resources as needed related to academic integrity in online courses.</p> <p>8. Host Faculty Development Days Summer Term.</p>		<p>students, online learners, and graduate students.</p>	
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<p>9. Host Faculty Development Dinner Fall Term</p> <p>10. Support APSI instructors, Paraeducators Workshops.</p> <p>11. Updating current PLA asynchronous online course. 12. Developing a new Wilson Reading Specialist PLA asynchronous online course.</p>			
<p>.Goal 3- Be an engine of social economic, civic and cultural development in our city and establish a college-town feel around the University</p> <p>To be addressed by:</p> <p>1. Create or enhance at least one new program to serve community or regional workforce needs.</p> <p>2. Continue to expand and/or build new relationships with regional employers and community organizations to include at least 2 new partnerships or expansions.</p> <p>3. Evaluate the partnership tuition</p>	<p>Community Building Partnerships</p> <p>Become an age friendly campus</p>	<p>Strat Goal 3</p> <p>#3, #5, #6</p>	<p>Plan/estimate for tuition discount program</p> <p>Fund attendance at regional events and outreach activities</p>

<p>discount pilot program with LUK and explore no more than 3 other pilot partnerships.</p> <p>4. Complete the work with the consultant to review the ALFA organizational structure and work on creating a memorandum of understanding to clarify the role of the University and the ALFA Board.</p> <p>5. Review and resubmit plan to become an age-friendly campus.</p> <p>6. Update list of employer's that reimburse for tuition information and develop an outreach plan to regional employers regarding SGOCE programming options.</p>			
<p>Goal 4- Establish inclusive excellence, innovation and environmental stewardship as signature strengths. To be addressed by:</p> <p>1. Update the report identifying current information about</p>	<p>Scholarship- Access and Inclusivity</p> <p>Expanding pedagogical scholarship through our Center for Teaching and Learning</p>	<p>Strat Goal 4 #4, #5</p>	<p>Support for chair workshops ,resources to support teaching and learning and online badging</p>

<p>SGOCE faculty demographics. Work with HR and program Chairs to identify gaps and develop plans to address.</p> <p>2. Update and relaunch workshop for SGOCE chairs to strengthen their understanding of their chair role and provide them with resources to assist with assessment, student advising, SSC/Navigate Use and faculty support.</p> <p>3. Develop and offer a minimum of 4 workshops for faculty development through Digital Learning in collaboration with the Center for Teaching and Learning.</p> <p>4. Formalize process to offer the fundamentals of online Instruction certificate/badge for all newly hired SGOCE faculty.</p> <p>5. Update the SGOCE website with resources to assist course planning and scheduling.</p>	<p>Structure and Operations</p> <p>The annual assessment process</p> <p>Increased use of SSC/Navigate</p>		
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<p>6. Create and distribute an SGOCE Newsletter.</p> <p>7. Completion of the Innovation Fund Lead Gen course: Social Media in the Age of Misinformation.</p>			
<p>Goal 5- Assert our distinctive value proposition and institutional learning outcomes boldly and widely:</p> <p>1. Complete the work to integrate graduate Institutional Learning Outcomes (ISLOs) into the current University ISLO's. Present final document to graduate Council in Fall 2023.</p> <p>2. Update the SGOCE annual enrollment plan and include all key stakeholders in the review process. Define the role of all stakeholders in the enrollment work of SGOCE and work together to build an assessment tool. The plan will also include a strategy to increase international enrollment.</p> <p>3. Update marketing plan and targeted enrollment goals for identified priority</p>	<p>Student Academic Success</p> <p>Conducting policy audits across campus units</p> <p>Creating a forum for sharing and disseminating information</p> <p>Creating a forum for sharing and disseminating information</p>	<p>Strat Goal 5 #3, #5, #6</p>	<p>DEI - Student billing</p> <p>Resources for recruitment, outreach and marketing</p>

<p>programs for the year in collaboration with the deans, SGOCE chairs and enrollment team.</p> <p>4. Connect with Alumni to develop an alumni communication plan for promotion of all SGOCE programs including non-degree/CPS options.</p> <p>5. Implement a new student billing and registration calendar in collaboration with the Registrar's office and Student Accounts for all SGOCE Non-AP students/programs.</p> <p>6. Finalizing the new Blackboard Ultra course template - working on curating and developing new Ultra-specific faculty resources and tutorials.</p> <p>7. Collaborating with IT and Blackboard Support to increase our LMS access and capabilities within the Digital Learning team</p>			
<p>Goal 6- Steward physical and financial resources and navigate a path to long-term organizational sustainability.</p> <p>1. Complete market demand</p>	<p>Student Academic Access</p> <p>Innovative support mechanisms: Assessing and strengthening academic support</p>	<p>Strat Goal 6 #3, #4 and #6</p>	<p>Support for new registration system and integration, market research and LMS exploration.</p>

<p>project with UPCEA market research to identify opportunities to expand current programming or explore new program ideas in collaboration with academic depts.</p> <p>2. Explore ways to expand enrollment in collaboration with the International Strategic Enrollment planning committee.</p> <p>3. Explore opportunities to seek donors that will support graduate assistantships and graduate scholarships in collaboration with the Alumni and Development offices.</p> <p>4. 'scale project with multiple stakeholders to span the academic year.</p>	<p>Diversifying academic support delivery methods in order to meet students where they are;</p>		
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VII Assessment Report for 2024-25

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

SGOCE 2024-2025 Action Plan Assessment

Planned Initiatives for 2024-25	Assessment Overview
<p>Goal 1- Forge Innovative Paths to Knowledge Acquisition, Career Readiness, Social Mobility and Lifelong Learning - To be addressed by:</p> <ol style="list-style-type: none">1. Explore a dual MBA/MS Comp Sci Masters and/or MBA On-Campus COMP Concern.2. Develop a plan to strategically grow non-credit / professional development programming across schools3. Continue to investigate the option of adding online accelerated bachelor degree options like Psychology.4. Developing the 3rd Course in the Micro-Credential Badge5. New Adjunct Faculty Orientation Resource in Bb Organizations.6. New Student Orientation Resource(s) in Bb Organizations.7. Supporting student-facing Ultra courses8. Creation of AI Teaching and Learning workshops and resources.	<p>Discussed possible options for adding concentrations in the MBA program and adding a dual Masters option for an MBA/MS Computer science degree with impacted program chairs. We also discussed adding a MBA concentration in construction management with related departments.</p> <p>The discussions will continue next year with plans to make decisions and take actions through Curriculum committees and Graduate Council as determined through the depts.</p> <p>A plan to strategically grow non-credit professional development was not completed. This project will move to the action plan for 2025-2026 and will be part of the updates to the SGOCE Enrollment plan.</p> <p>Due to faculty transitions in the Psychology department we did not continue the conversations about an SGOCE degree program but will bring this question back to the department in 25-26. SGOCE will also work with UPCEA to identify other new UG program opportunities for the future.</p>

	<p>Digital learning did launch a new digital badge and there are now 3 digital badges currently available for faculty. An updated online faculty orientation module was completed and is now available in Bb for all SGOCE faculty to refer back to or use as a new faculty member.</p> <p>A new virtual online orientation was also completed in collaboration between Digital Learning and the Enrollment teams.</p> <p>Digital learning also completed a number of resources related to Bb Ultra as they worked to put together plan for conversion of all online course to Bb Ultra and began implementing the plan. The need to speed up the conversion of online courses to the new Bb Ultra platform due to the company that owns Bb (Convergence) making the decision to close the version of Bb we currently use in 2026, changed the priorities for Digital Learning this year. Rather than developing more professional development options, the team instead began implementing conversions starting with the 100% Online programs.</p>
<p>Goal 2- Become a Model Student-Ready University and Narrow the Achievement Gap. To be addressed by:</p> <ol style="list-style-type: none"> 1. Assess the Holistic SGOCE Admissions Taskforce (HSAT) recommendations that have been implemented to date and continue the work of the taskforce. 2. Complete the SGOCE assessment plan. 3. Digital learning will implement a roll out plan for converting Bb courses to Bb Ultra. This will be a long-term project that will involve all Academic Depts and other stakeholders across campus. 4. Work with Career services to confirm at least 2 activities each 	<p>The HSAT resumed this year with the new enrollment team to continue the work. SGOCE Program chairs were asked to review admissions requirements and use the HSAT recommendations as a guideline in their review. HSAT will continue this work next year as well.</p> <p>The SGOCE team has developed an assessment plan for working division – Deans Office, EXT, CPS, Digital Learning, Operations and Enrollment Services. SGOCE has an annual assessment day where these plans are discussed and updated each year.</p> <p>Digital learning has implemented the roll out plan for Bb Ultra conversation and has converted approximately 100 courses to date</p>

<p>year focused on graduate /adult students.</p> <p>5. Convene a minimum of 2 activities focused on DEI related topics for staff and/or faculty.</p> <p>6. Reinstate the transfer taskforce and distribute the updated survey to all transfer students.</p> <p>7. Work in collaboration with the CTL to assess and develop faculty resources as needed related to academic integrity in online courses.</p> <p>8. Host Faculty Development Days Summer Term.</p> <p>9. Host Faculty Development Dinner Fall Term</p> <p>10. Support APSI instructors, Paraeducators Workshops.</p> <p>11. Updating current PLA asynchronous online course. 12. Developing a new Wilson Reading Specialist PLA asynchronous online course.</p>	<p>and will continue with the plan and efforts throughout 2025-2026.</p> <p>SGOCE students were included in all Career Services related activities this year. SGOCE also met with Career Services and will work on more integrated efforts moving forward such as data collection on the use of career services to identify unique needs. SGOCE held 3 DEI related team discussions this year. The transfer taskforce was reconvened; data was reviewed from Fall 2024 about transfer students and a draft survey tool to use in Fall 2025 was developed</p> <p>Digital Learning worked with CTL throughout the year and hosted faculty development events one in the fall and one in the spring.</p> <p>CPS supported the APSI instructors and facilitated Paraeducator workshops.</p> <p>Digital learning assisted in developing a new PLA resource for faculty. The PLA reading specialist course has not been started. We will discuss this possibility again next year.</p>
<p>.Goal 3- Be an engine of social economic, civic and cultural development in our city and establish a college-town feel around the University</p> <p>To be addressed by:</p> <p>1. Create or enhance at least one new program to serve community or regional workforce needs.</p> <p>2. Continue to expand and/or build new relationships with regional employers and community organizations to include at least 2 new partnerships or expansions.</p> <p>3. Evaluate the partnership tuition discount pilot program with LUK</p>	<p>Workshops, Supporting Students: Understanding Massachusetts' Updated IEP Form and Sheltered English Immersion for Career and Vocational Teacher Endorsement were offered in addition the Advanced Placement Summer Institute and the online workshops that run through the Center for Professional Studies (CPS).</p> <p>The Associate Dean of SGOCE led meetings with a number of regional agencies and employers including the North County Land Trust, Beverley Public Schools, the Spanish American Center and Elders United, Central MA Community Foundation, North Central Anchor Collaborative, Growing Places, North Central MA Workforce Development and the Commonwealth Corporation to</p>

<p>and explore no more than 3 other pilot partnerships.</p> <p>4. Complete the work with the consultant to review the ALFA organizational structure and work on creating a memorandum of understanding to clarify the role of the University and the ALFA Board.</p> <p>5. Review and resubmit plan to become an age-friendly campus.</p> <p>6. Update list of employers that reimburse for tuition information and develop an outreach plan to regional employers regarding SGOCE programming options.</p>	<p>explore partnership and programming opportunities.</p> <p>Three new partnerships were created through an agreement with Framingham State including MA Charles River Museum of Industry and Innovation, Place-Based Boston and Harvard University, Davis Center.</p> <p>Currently no students are receiving a LUK discount. Discount options with other partnerships have not been pursued as this has not been requested and wider University partnership structures/conversations are in transition.</p> <p>The consultant work with ALFA has been completed. The ALFA board will transition to an ALFA Advisory committee and the board held its last meeting in 2024. An ad-hoc committee was established that drafted guidelines for forming an advisory committee. The advisory committee is hoped to be established by fall 2025. The University will review again next year the option for becoming an age-friendly campus.</p> <p>The outreach and recruitment coordinator has continued to make updates to our processes and is working on updating the list of employers that offer tuition remission as well as plans for outreach to regional employers.</p>
<p>Goal 4- Establish inclusive excellence, innovation and environmental stewardship as signature strengths. To be addressed by:</p> <p>1. Update the report identifying current information about SGOCE faculty demographics. Work with HR and program Chairs to identify gaps and develop plans to address.</p>	<p>The information related to SGOCE Faculty demographics was not updated last year due to a number of transitions in both HR and SGOCE. This work will be moved to 2025-2026.</p> <p>The SGOCE Chairs workshop was updated and presented in August 2024.</p> <p>Digital learning worked with the CTL to participate in several workshops, completed a 3rd option for offering a digital badge</p>

<p>2. Update and relaunch workshop for SGOCE chairs to strengthen their understanding of their chair role and provide them with resources to assist with assessment, student advising, SSC/Navigate Use and faculty support.</p> <p>3. Develop and offer a minimum of 4 workshops for faculty development through Digital Learning in collaboration with the Center for Teaching and Learning.</p> <p>4. Formalize process to offer the fundamentals of online Instruction certificate/badge for all newly hired SGOCE faculty.</p> <p>5. Update the SGOCE website with resources to assist course planning and scheduling.</p> <p>6. Create and distribute an SGOCE Newsletter.</p> <p>7. Completion of the Innovation Fund Lead Gen course: Social Media in the Age of Misinformation.</p>	<p>related to online learning and developed a training/resource guide for the use Bb Ultra.</p> <p>There is now a digital badge available for all newly hired faculty for the fundamentals of online learning and we do ask all new faculty to complete this. There is also an orientation and resource guide available in Bb for all new and current faculty.</p> <p>The SGOCE scheduling center website has been updated.</p> <p>The SGOCE Newsletter project was not completed. We will look into this option again next year.</p> <p>The Social Media in the Age of Misinformation course has been completed. The next step is to advertise the course and run through CPS or look for a broader network. We are going to contact the MA Online Consortium to see if they might help promote this course for us as well. This project will continue and move into 25-26.</p>
<p>Goal 5- Assert our distinctive value proposition and institutional learning outcomes boldly and widely:</p> <p>1. Complete the work to integrate graduate Institutional Learning Outcomes (ISLOs) into the current University ISLO's. Present final document to graduate Council in Fall 2023.</p> <p>2. Update the SGOCE annual enrollment plan and include all key stakeholders in the review process. Define the role of all stakeholders in the enrollment work of SGOCE and work together to build an assessment tool. The plan will also include a strategy to increase international enrollment.</p> <p>3. Update marketing plan and targeted enrollment goals for identified priority programs for the year in collaboration</p>	<p>The ISLO work has been completed and approved through Graduate Council.</p> <p>The SGOCE annual enrollment plan was updated for 24-26 and implemented among key stakeholders including the alumni office.</p> <p>SGOCE had a meeting with the Alumni office to begin planning ways to stay better connected and this work will continue.</p> <p>The new student billing process and updated registration calendar projects were implemented and will run for the first time in Fall 2025. Registrations are underway.</p> <p>The New Bb Ultra template and resources/tutorials have been completed.</p>

<p>with the deans, SGOCE chairs and enrollment team.</p> <p>4. Connect with Alumni to develop an alumni communication plan for promotion of all SGOCE programs including non-degree/CPS options.</p> <p>5. Implement a new student billing and registration calendar in collaboration with the Registrar's office and Student Accounts for all SGOCE Non-AP students/programs.</p> <p>6. Finalizing the new Blackboard Ultra course template - working on curating and developing new Ultra-specific faculty resources and tutorials.</p> <p>7. Collaborating with IT and Blackboard Support to increase our LMS access and capabilities within the Digital Learning team</p>	<p>We established a monthly team meeting with IT to increase collaboration related to Bb and other IT related projects/questions.</p>
<p>Goal 6- Steward physical and financial resources and navigate a path to long-term organizational sustainability.</p> <p>1. Complete market demand project with UPCEA market research to identify opportunities to expand current programming or explore new program ideas in collaboration with academic depts.</p> <p>2. Explore ways to expand enrollment in collaboration with the International Strategic Enrollment planning committee.</p> <p>3. Explore opportunities to seek donors that will support graduate assistantships and graduate scholarships in collaboration with the Alumni and Development offices.</p>	<p>The UPCEA Market research project was completed.</p> <p>SGOCE continued to explore ways to expand international enrollment with the Strategic Planning Committee. This year we decided to place some direct LinkedIn ads in different international cities that were reported to have the highest number of online program enrollments to promote key programs. We are also continuing to explore the use of agents for future recruitment efforts.</p> <p>Expanding scholarship opportunities and discussing fundraising for SGOCE specific needs did not progress in 2024-2025. We will keep this as an action item for 25-26.</p>

VIII Other Accomplishments:

List accomplishments not already captured above.

Overall enrollment has remained steady despite a number of external events that have negatively impacted enrollment. We have seen a slight but steady decline in our online accelerated MBA and Graduate Education Programs that are marketed by OPM, Risepoint. This is part of a national trend as more Universities offer similar programs and OPM's have been transitioning their marketing efforts and place in the market. The current national political landscape has created enrollment challenges among international students as we are seeing students from various countries having to wait longer for Visa Appointments or being denied Visas. Also, we have seen a decline in interest if we look at prior years and the number of applicants.

Despite these challenges we have seen an increase in overall graduate enrollment outside of the two populations mentioned above. We have also seen an increase in undergraduate enrollment.

We also established 5 new Extended Campus partnerships with , The examined life, Greek studies in schools, David Center by Russian and Eurasian Studies at Harvard University, MA Educational Technology Administrators Association, Norfolk County Teachers Association, and Winchester Publish Schools.

IX Action Plan 2025-2026:

SGOCE 2025-2026 Action Plan

Planned Initiatives for 2025-2026	Academic Plan Association	Associate d Strategic Plan Goal & Strategy Goal # followed by Strategy # ex: 3.2	Indicate if a DEI initiative and Budget Links
Goal 1- Forge Innovative Paths to Knowledge Acquisition, Career Readiness, Social Mobility and Lifelong Learning - To be addressed by:	Curriculum and Scholarship - New Academic Offerings New bachelor and master degree options	Strat Goal 1 #4, #5 #6	Program Dev Budget

<p>2. Explore name changes for MS In Applied Communication Studies/Social and Media and the MS and B.S in Occupational Education programs.</p> <p>3. Complete an Occupational analysis of regional employment in relation to programs offered through UPCEA</p> <p>4. Explore market for key programs (at least 2) through market analysis.</p> <p>5. Explore a dual MBA/MS Comp Sci Masters and/or MBA On-Campus COMP or CONST MGMT Concentration.</p> <p>6. Develop a plan to strategically grow non-credit / professional development programming across schools</p> <p>7. Continue to investigate the option of adding online accelerated bachelor degree options like Psychology.</p> <p>8. Digital Learning will continue to roll-out the transition of the LMS from Bb Original to Bb Ultra and provide resources and</p>	<p>Broadened workforce development opportunities.</p>		
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development opportunities for faculty and students.			
<p>Goal 2- Become a Model Student-Ready University and Narrow the Achievement Gap. To be addressed by:</p> <p>1. Complete the implementation of the new student billing and registration process and measure the results after year 1 to compare to prior years.</p> <p>2. Review the student petition process in SGOCE. Review data related to the petitions and identify process or policy improvements that will impact student success.</p> <p>3. Digital learning will refine guidelines/resource to assist students with the upgraded LMS – Bb Ultra.</p> <p>4. Work with Career services to integrate career readiness into recruitment and outreach planning to hold at least one event for new students that focuses on career planning and includes career services.</p> <p>5. Convene a minimum of 2 activities focused</p>	<p>Student Academic Success</p> <p>Access and Inclusivity</p> <p>Innovative Support Mechanisms</p>	<p>Strat Goal 2 #1, #2, #3, #4, #5 and #6</p> <p>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.</p>	<p>DEI</p> <p>Support for workshops/initiatives</p>

<p>on DEI related topics for staff and/or faculty.</p> <p>6. The transfer taskforce will complete the updated survey tool and work with institutional research to launch a 2025-2026 survey to compare to prior years.</p> <p>7. Host SGOCE Faculty Development Days in the summer and fall Semesters.</p> <p>8. Complete the next steps in the academic review process for Non-Licensure SGOCE programs (Ped and Learning/EDLM/Computer science.</p>			
<p>.Goal 3- Be an engine of social economic, civic and cultural development in our city and establish a college-town feel around the University</p> <p>To be addressed by:</p> <ol style="list-style-type: none"> 1. Create or enhance at least one new program to serve community or regional workforce needs. 2. Continue to expand and/or build new relationships with regional employers and community organizations to include at least 2 new partnerships or expansions. 3. Implement the new ALFA Advisory Board and track 	<p>Community Building Partnerships</p> <p>Become an age friendly campus</p>	<p>Strat Goal 3</p> <p>#3, #5, #6</p>	<p>Plan/estimate for tuition discount program</p> <p>Fund attendance at regional events and outreach activities</p>

<p>changes/questions for assessment.</p> <p>5. Review and resubmit plan to become an age-friendly campus.</p> <p>6. Update list of employer's that reimburse for tuition information and develop an outreach plan to regional employers regarding SGOCE programming options.</p>			
<p>Goal 4- Establish inclusive excellence, innovation and environmental stewardship as signature strengths. To be addressed by:</p> <p>1. Update the report identifying current information about SGOCE faculty demographics. Work with HR and program Chairs to identify gaps and develop plans to address.</p> <p>2. Implement a project to explore the use of SSC/Navigate among SGOCE Student populations and create a report with findings and recommendations.</p> <p>3. Develop and offer a minimum of 2 workshops for faculty development through Digital Learning in collaboration with the</p>	<p>Scholarship- Access and Inclusivity</p> <p>Expanding pedagogical scholarship through our Center for Teaching and Learning</p> <p>Structure and Operations</p> <p>The annual assessment process</p> <p>Increased use of SSC/Navigate</p>	<p>Strat Goal 4 #4, #5</p>	<p>Support for chair workshops ,resources to support teaching and learning and online badging</p>

Center for Teaching and Learning. 7. Facilitate the offering of the Innovation Fund Lead Gen course: Social Media in the Age of Misinformation.			
Goal 5- Assert our distinctive value proposition and institutional learning outcomes boldly and widely: 1. Update the SGOCE annual enrollment plan and include all key stakeholders in the review process. In addition, develop a draft 5-year enrollment plan that aligns with the University wide planning efforts. 2. Update marketing plan and targeted enrollment goals for identified priority programs for the year in collaboration with the deans, SGOCE chairs and enrollment team. 4. Connect with Alumni to develop an alumni communication plan for promotion of all SGOCE programs including non-degree/CPS options. 5. Complete the roll of our Bb Ultra for all SGOCE programs and launch the roll out for all Day School courses/programs. Provide resources and support for all faculty and students. 6. Streamline the academic standing process by meeting with all key	Student Academic Success Conducting policy audits across campus units Creating a forum for sharing and disseminating information	Strat Goal 5 #3, #5, #6	DEI - Student billing Resources for recruitment, outreach and marketing

<p>stakeholders, documenting the process for UG and Grad students and recommend updates through governance where needed.</p> <p>7. Create a formal process for the review and assessment of recruitment events attended to report out/assist with decision making on events for the upcoming year.</p> <p>8. Explore new opportunities to collaborate with school districts by looking at all MA districts and choosing a minimum of three to seek out new partnership opportunities.</p> <p>9. Develop professional recruitment presentations to use for digital open house or other related recruitment events.</p>			
<p>Goal 6- Steward physical and financial resources and navigate a path to long-term organizational sustainability.</p> <p>Complete occupation demand project with UPCEA to identify opportunities to expand current programming or explore new program ideas in collaboration with academic depts. This project is a</p>	<p>Student Academic Access</p> <p>Innovative support mechanisms: Assessing and strengthening academic support</p> <p>Diversifying academic support delivery methods in order to meet students where they are;</p>	<p>Strat Goal 6 #3, #4 and #6</p>	<p>Support for new registration system and integration, market research and LMS exploration.</p>

<p>continuation of the market demand study conducted in FY25.</p> <p>Explore ways to expand enrollment in collaboration with the International Strategic Enrollment planning committee.</p> <p>Successfully integrate the new registration process for CPS with College scheduler.</p> <p>Explore opportunities to seek donors that will support graduate assistantships and graduate scholarships in collaboration with the Alumni and Development offices and having a minimum of 2 meetings and identifying at least 1 initiative.</p> <p>Review the process for practicum registrations, develop a written overview and share with all key stakeholders including Payroll and the Registrar's office.</p>			
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Updates to the Action Plan may be submitted via a revised Annual Report.

X Reflection:

Take this section to reflect on--

1) *Initiatives that you may be considering for 25-26 academic year that you did not already capture above.*

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

Overall, this was a strong year for SGOCE, marked by the team becoming fully staffed following a period of transition in 2023–2024. Alongside onboarding and supporting new team members in their roles, we made significant progress on three major initiatives that had been in development for over a year.

First, the student billing and registration project was launched. This initiative, which originated from a DEI-focused assessment of SGOCE students and services, had been under discussion for more than seven years. It brought together multiple departments and garnered national attention for its innovative link between student billing practices and student retention outcomes.

Second, we began the implementation of Blackboard Ultra, a university-wide project that affects every program and course, regardless of modality. Led by our two-person Digital Learning team in partnership with IT and Academic Affairs, this transition represents a pivotal opportunity to modernize the design and functionality of online courses. The move to Ultra will bring greater consistency to course layout and navigation, enhancing the student experience while streamlining the course development process for faculty.

Finally, sustained work continued on the Adult Learners of the Fitchburg Area (ALFA) program. This effort has involved a wide array of stakeholders—including ALFA volunteers and leaders, faculty, and administrators—and is focused on creating a sustainable structure that will support the long-term success of the program.