



Office of Admissions

Division of Academic Affairs

Recruitment Plan Fall 2020

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Background

Mission of the Office of Admissions

Scope of the Recruitment Plan

Recruitment SWOT Analysis

Freshmen Recruitment Travel: Previous year observations

Background

Mission

Our mission is to provide information about program offerings, academic services, and experiential opportunities to prospective students. It is our goal to enroll a diverse new incoming cohort.

Scope of this Recruitment Plan

In alignment with the University's strategic plan, the goal of the plan is to develop a recruitment strategy that will result in a diverse and academically competitive incoming cohort. This recruitment plan documents the goals and provides insight to the entire campus community on how we can work together to meet the university's enrollment targets.

Recruitment SWOT Analysis

This information was collected from the observations of the Admissions staff, as well as conversations with the Office of Financial Aid, Office of Housing & Residential Services, Division of Institutional Advancement, Division of Business & Finance Division, Office of Marketing & Integrated Communications, the Career Counseling & Advising Center, the Athletics Department, and the Student Development office.

Themes observed in the SWOT analysis: Quality, Innovation, Affordability. High Quality, innovative academic programs, Traditional campus experience with modern features, and State School Affordability (Values and strengths we will uniformly all speak about)

Strengths

Institutional Strengths: (From conversations w/ admissions staff and campus)

- Institutional focus on strengthening academic programs by creating unique concentrations that are current with the technological times. Such as Cyber Security, strength and conditioning
- Public school affordability without sacrificing the quality of education
- Institutional focus on promoting student success by breaking down barriers to degree completion
- A history of program innovation and industry leader in MA for educating educators
- Desire to enhance our competitive position within the region and the state by pioneering programs. Such the Police 4+1, Game Design, and a possible Business 4+1.
- Dedicated, diverse, accessible faculty with terminal degrees.
- State-of-the art facilities
- Laundry; brand new indoor practice facility strictly for athletes and exercise sport science students. We are the only institution in the MASCAC Conference with an indoor practice facility.
- Expansion into downtown Fitchburg with the remodeling of the old theater block into the implantation of the IdeaLab.
- Yearly upgrades and remodeling of older buildings by modernizing yet maintaining the longstanding original structures.
- Appealing residence halls and apartments with more living and learning opportunities for students to integrate based on academic interest.
- Smaller class sizes
- Viewed as a "hub" or central location for students, faculty, and staff to commute to and from

Recruitment Strengths

- New additions to the Freshman recruitment team that add fresh perspectives, ideas, and positive attitudes
- Growing support from the campus community to participate in recruitment at the initial stages: EX: high school visits and college fairs.
- Evolving applicant pool that more of a reflection of our local and regional demographic
- Strong customer service philosophy and focus on meeting students where they are
- Collaboration with other offices to improve the overall visit experience
- The implementation of Slate CRM-Communication Plan and Application
- Strategic creation of an intentional social media plan
- Structured Tour Guide Program
- Multiple types of campus visitation options
- Reimagined campus experience, by analyzing what works and what doesn't
- Addition of an athletic coach on the recruitment staff
- Enhanced communication with the change from I pads to I phones; counselors have the ability to stay connected and communicate quickly with students in the application process.
- Niche programs- Game design, CJ- Police Program 4+1, and Nursing
- Establishment of a recruitment strategy and enrollment projections
- Collaborating with offices around campus
- Increasing cultural diversity of thought; by hiring of more faculty and staff of color
- More specialized communications to target specific niche markets

Weaknesses

- Less name recognition outside of primary and secondary markets; as well as outside of home state
- No direct transportation line from Worcester to Fitchburg with large amount of applicants coming from Worcester county
- Limited merit aid funds
- No Alumni recruitment
- Overall appearance of Admissions welcoming area
- The current student experience: Limited reasonable parking for students
- The current student experience: Little to no options of late night dining for students
- The current Student experience: We don't "tell our story" well
- The current student experience: Cancellation of traditional events that students look forward to

Opportunities

- More collaboration with faculty in recruitment
- Building relationships with Community Based Organizations
- Building relationships with local businesses that in turn will bring more student presence into the community
- Exploration of new target markets
- Greater customization of communication plans for specific territories
- Expansion of our Summer Bridge Program
- Our differences from other State Universities

Threats

- Our similarities to other Universities
- Geographic location

- Institution seen as a “backup school”
- Decrease in school pride and spirit
- Welcome Center with easier directions and accessibility to the following offices: Admissions, Transfer Center, Financial Aid, Student Accounts, The Registrar’s, Graduate and continuing Education, and The OneCard office
- Less state Government support and less willing to support state college
- Inconsistent presence in the local community

Freshmen Recruitment Travel: Previous year observations

	Omar	Amanda	Juan	Gretchen	Scott
Territories	Boston & Cambridge (MA 06) Milton, Lexington, Waltham (MA 10), City of Lynn, & NY/NJ	Fitchburg & N. Worcester Co (MA 03), Worcester (MA 11), Concord, Natick, Framingham (MA 8) & VT	Quincy & Plymouth Co (MA 07), & Norfolk & Bristol (MA 09), & RI	Essex Co (MA 04), Cape Cod & Islands (MA 05), NH, and ME	Berkshire & Franklin Co (MA 01), Springfield & Hampshire Co (MA 02), & CT
Are there trends or patterns in the data?	There has been a significant drop in applications from 2017 from 2019 and a deposit drop from 2017 to 2018 of about 32 deposits. In addition to this alot of the schools with the most applications are not the ones with the most deposits. There seems to be a disconnect between the schools where the students most apply from and the ones that actually matriculate and deposit.	Overall, the previous counselor maintained consistent across the board in MA 3 and 11. Numbers have continued to be consistent over the past three years. However, from FA 18-FA 19 there was a decrease of 264 apps and a decrease by 33 deposits. Thus leading to the reasoning of accepting 53 more students in FA 19 to make up the decrease in apps Some schools in the top apps aren’t yielding into top deposits I was the roadrunner in this territory in FA 19, which is when there was a drop in overall apps but the highest deposit within the past 3 years at 91 deposits after taking a dip in	Overall across all my geomarkets there is a decline in applications, this does not correlate with the amount of deposits we have received. One year we were up in deposits while being down 31 applications (MA07, Fall18). I believe there is a correlation with Summer Bridge changing from commuter to residential in that year AND accepting more students. Looking at the decline in applications there is also a decline in our deny numbers.	In MA 4 there seems to be a great deal of interested in biology and business. While in MA 5 Criminal Justice is the top major. The feeder schools in MA 4 are highly diverse. Although I have traveled in Central NH, the feeder schools are within Southern NH and Seacoast.	MA1: Least amount of apps overall from my territories. Decline in apps and deposits from previous years, this territory is the "furthest" away from Fitchburg State, UMass Amherst has a huge presence in MA1. MA2: Slight increase in apps, Nursing by far most popular major, increase in Alt Accepts mostly due to Nursing, Deposits and Summer Bridge consistent. CT: Slight increase in apps and deposits from FA18, most popular majors are Nursing, Business, Game Design, and CJ, most notably Game Design apps decreased in FA19 but Business apps increased in FA19.

		deposits in 18 with 74 deposits. Having a roadrunner is very beneficial.			
Think back to what may have caused these trends. What was successful in those years?	lack of consistent presence in this market, counselors that did not spend adequate time in the market and community. Schools seems to be offering more tuition discounting in this market and students seems to be more interested in affordability and so we can lose them to places like UMASS Boston and the community college where they can commute and save on costs. lack of community presence with community based organizations and relationship with school counselors who do not know much about Fitchburg State. These organizations are crucial to the yielding of deposits for students in the Boston Area	Maintain relationships with our local schools, which continue to bring a high volume of applications. EX: FA 17: 789 apps, FA 18: 828 apps, FA 19: 564 apps Top schools are yielding into top deposits (MA 3 & MA 11)	I don't think there are a ton of success in these areas. We have really neglected this region. Not having a consistent counselor for the past 5 years, and lackluster road runners for the past 3. I think there is a lot of room to grow in this area. Once schools see that we are invested in them and their students, I think we can start to see a growth.	In MA 5, until 2 years ago we did not have a consistent counselor covering. However, in the past 2 years we have seen an increase in applications and deposits which I believe is because the same counselor (me) has taken responsibility. There is still more work to be done but that is helping.	FA17 had the most apps, but we had most deposits in FA19. I think a heavier presence in CT will lead to more apps, pushing the NERP and the Henry Frank Scholarship to Norwalk, CT students will help.

What will need to do moving forward?
What we need to improve?

<p>Build relationships with community based organizations. Build a communication plan for students in Boston Area on the Fitchburg Line MBTA Eliminate boundaries for students to enroll and apply IE Fee waivers, an enrollment deferral process, restructuring of summer bridge costs. Consistent Fitchburg Presence in these territories, using alums and current students to exemplify the Falcon Story</p>	<p>Urge students to complete apps Over all I need to find out what our local students are saying about us and change the narrative. MA 3: More on-site decision days. I need to change the narrative of the benefits of coming to FSU as a local student. We are losing more local students because they have zero desire to stay in this area. The narrative has to be changed at the middle school level and maintain a “Why not Fitchburg State?” attitude and debunk the “back up school” narrative. MA 8: We have high number in applications from these areas (Lowell High School and Greater Lowell Tech High School but need to increase deposits. MA 11: More on-site decision days in most high schools in Worcester; especially our top schools. Worcester is considered as “in our backyard” but students are more willing to look for a school to get out of Worcester. If we could get more Worcester students on to campus through an easier way of direct transportation, apps would increase.</p>	<p>I think that we should start by having a consistent counselor to rebuild the relationships in this area. I believe that offering services to each high schools (extending to do college readiness workshops, sit in on panels, etc.). When visiting each school, we should extent our campus as a resource for their students, offering them to come to a department tour or group visits. Actively inviting all vocational technical teachers in the state of MA and inviting them to do a group visit specific to their vocation. Sending a perception survey to all counselors in my area. We will be offering off-site interview days to have students meet us on their on grounds (only in RI & MA07).</p>	<p>To increase numbers in NH, I believe we need a proximity agreement. I believe that students who live closely are not choosing FSU because the cost does not make sense given their proximity. Target marketing is also key. There is name recognition in MA 4, MA 5 but given my experience there is still a misunderstanding of our opportunities and campus. MA 4's top schools have a large population of first generation low income students. We need to build relationships with CBO's in this area that will help us connect with these students, and help bring them to campus. Lastly for all territories we need to showcase our outcomes. Job placement information is still the number one question from both parents and prospective students.</p>	<p>We need to emphasize how our students will succeed after college is done. I think a decrease in Game Design apps could be because of a lack of faith on job outlook in this major. I noticed interest in Business has increased may be due to the fact that Business is a broader major that could lead to more job opportunities. We need to educate students on internships with specific examples, and data to back up job placement after college. MA1 is a very rural community for the most part and they look at Fitchburg State as urban, they want to go somewhere similar to their current surroundings. MA2 is much more dense population with urban areas, but I think contacting CBO's in this area will increase interest. Many students in CT do not know who we are, I think emphasizing NERP (Comm/Media and Game Design) will lead to more interest.</p>
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Admissions & Recruitment Goals

Recruitment Goals

Admissions Operations Goals

Goals

Goal 1: Meet our new student enrollment goals:

- 1a. Freshman Enrollment Goal- 693 FT
- 1b. Honors Enrollment Goal – 50 FT
- 1c. Transfer Enrollment Goal – 295 TR
- 1d. Local Enrollment Goal – 250 FT
- 1e. Support Enrollment of our niche/popular and under-enrolled programs
- 1f. Students of Color Enrollment Goal - 208 FT & TR

Goal 2: Enhance Admissions procedures and processes policies based upon best practices:

- 2a. Improve the Slate to Banner data transfer
- 2b. Review of Business Processes to Create a Full Enrollment Process Map
- 2c. Enhance Communications

Definitions:

Local = MA 03 (See Territory Map on page 19)

Niche Programs = Nursing (110), Game Design (60), Police 4+1 (100)

Under Enrolled Programs = Computer Science, Computer Information Systems, Business Administration, and Exercise & Sports Science

Students of Color = All races other than “white”, includes multiple races

The Recruitment Plan

Recruitment Goal Action Plan

Other Recruitment & Initiatives

Recruitment Markets & Territory Assignments

On Campus Visitation

Social Media

Recruitment Plan

I. Recruitment Goal Action Plan

Goal 1: Meet the new student enrollment goals:

1a. Freshman Enrollment Goal- 693 FT

1. Purchase leads in secondary (*MA 1, 2, & 4-10; Metro CT and Northern CT; RI; Northern VT, Southern NH*) and tertiary markets (*Specific counties in NY/NJ*)
2. Attend college fairs and high school visits in primary (*MA03, MA11*), secondary (*MA 1, 2, and 4-10; Metro and Southern CT; Metro RI; Southern NH*) markets
3. Strategic travel to tertiary market (*Specific counties in NY/NJ*)
4. Targeted communication plan of the Admissions process (inquiries, applicants, admits, deposits, Parents, High School Counselors)
5. Offering multiple Campus Visitation Opportunities; Encouraging students to visit campus
6. Attend all Massachusetts College Application Celebration on site Admissions events
7. Build relationships with CBOs; identify and support the needs of their students
8. Participate in and/or host college readiness workshops in all our recruitment territories
9. Designating a Social Media curator and campaign to bolster our social media presence and following
10. Utilize current students at college fairs and other off-campus recruitment events, i.e. DHE/GEARUP's Go Higher events & off-campus prospective student interviews.
11. Offering Application Fee waivers to students that visit campus and complete the visit survey

1b. Honors Enrollment Goal – 50 FT (new)

1. Actions 1-10 that support the Freshman Enrollment Goal
2. Host celebratory Honors event at Fitchburg High for Fitchburg Honors Academy students
3. Honors Breakfast as Future Falcon Day
4. Recruit more students of color into the Honors Program

1c. Transfer Enrollment Goal – 295 TR

1. Waive final high school transcripts earlier and more frequently for next cycle.

2. Incentivize completion with application fee waivers and “priority” registration
3. Enhance Transfer Communication plan
4. Host a Transfer Advisor Open House this academic year for community college advisors
5. Host a Lunch at feeder Community Colleges

1d. Local Enrollment Goal –250 FT

1. Fitchburg Honors Academy and Sizer Early College STEM Programs; explore ways and opportunities to connect the students with the campus to encourage full time enrollment after graduation
2. Host celebratory Honors event at Fitchburg High and other local schools.
3. Host more on-site decision days in Ma 03
4. Work with local HS’s to co-host a “Signing Day” Celebration on or around May 1st
5. Connect with and invite local CBOs, Faith based organizations to campus; i.e. North of Main and New Vue
6. Drop off Fitchburg State “swag” to local businesses

1e. Support Enrollment of our niche, popular, and under-enrolled programs

1. Identify the under-enrolled programs with the ability to grow enrollment
2. Recruit using the Academic Cluster model (See Appendix 1)
3. Involve faculty in recruitment

1f. Student of Color Enrollment Goal – 208 FT & TR

1. Build name recognition and relationships with Community Based Organizations in Mass that support students of color and underrepresented populations.
2. Admissions Counselors attend training on how to recruit students of color
3. Add NY/NJ as territories to travel; focusing on engaging students of color in the Metro NYC and Suburban communities nearby
4. Connect with and invite local CBOs, Faith based organizations to campus; i.e. MassEdCo, Bottom Line, and College Advising Corp (Boston and RI)

5. Cover transportation costs and providing lunch to large groups that want to visit but transportation/food make it cost prohibitive.
6. Diversify tour guide population
7. Offer campus tour completely in Spanish
8. Advocate for a Summer Bridge program free of cost to the student
9. Work with Student Success offices to understand and address the needs of students of color to retain them

II. Recruitment of Other Populations- Action Plans

Student Athletes:

- Attending Coaches meeting to provide an update on Admissions and to hear feedback on how to enhance recruitment of student athletes from the coaches

Summer Bridge Students:

- Offer SB to (800-900 and 2.25 to 2.49) students we may have denied; increasing our admit pool and yield potential
- Work with student Affairs to advocate for a Summer Bridge program at no cost to the student
- Consider more residential spots are needed

International Students:

- Working with OIE on the possibility of working with agents to recruit international students
- Because the majority of our international student are graduate, work with GCE and OIE on international graduate recruitment strategies

Out-of-State Students:

- Consider offering the proximity based regional tuition rate through NEBHE
- Recruitment Travel to CT, RI, NH, NY, and NJ

Other Initiatives- Action Plans

Fitchburg State's Dual Enrollment Program:

- Continue to address these observations:
 - o More interest from student not planning to enroll in Fitchburg State after participating in DE
 - o More interest from students that want a full schedule of classes for the semester; coming from schools that require them to take all HS course or all College courses when participating in DE.
- What to do with DE, when we have the North Central Mass Early College Academy

Fitchburg Honors Academy and Sizer Early College STEM Programs:

- Continue to explore ways and opportunities to connect the student with the campus
- Continue the celebratory visit to FHS for student offered spots in the Honors program

Fitchburg State ROTC:

- Inviting JROTC and other student interested in ROTC to an SIS in Spring; have session specifically for them
- Monty Tech has JROTC with a Cybersecurity focus;
 - o Short term: Visit the JROTC group specifically with FSU- ROTC
 - o Long Term: start convo about DE/Early Access opportunity?

Mass Dept. of Children and Families:

- Better supporting the SPOC, facilitating the conversation between SPOC, DCF, Admissions, and DCF students on DCF/FSU support services available to them

Fitchburg State Housing & Residential Services:

- Participate in recruitment travel with admissions to strategic locations; outside 60 miles away
- Enhance admissions communications to talk more about the residential living experience
- Reconsider timing of RLC communications to recruit more students in to the Residential Learning Communities

III. On-Campus Visitation

Fall Events

Open House (10-1pm)

October 19

November 2

November 16

Departmental Tours

Nursing (The first and last Monday's of every month at 10AM) : 9/30, 10/7, 10/28, 11/4, 11/25

Exercise & Sports Science (offered on selected Tuesday's @ 10:30AM): 9/10, 10/8, 11/12

Communications Media & Game Design (the last Wednesday of every month @ 1PM): 9/25, 10/30, 11/27

Criminal Justice (last Tuesday of every month @ 1PM): 9/24, 10/29, 11/26

Biology (last Wednesday of every month @ 3:30PM): 9/25, 10/30, 11/27

Education (last Thursday of every month @ 1PM): 9/26, 10/31, 11/28

Fitchburg Fridays (Info Session/Tour)

Every Friday, except October 4, 18, November 1 & 15

Group Visits

Available every Monday, Tuesday, & Friday

Weekly Tours

Available Monday-Friday (11:30 and 2pm)

*Tour in Spanish available once per week

Transfer Tuesday

Dates TBD; Tentatively 1 per month in Nov and Dec

Spring Events

Saturday Info Sessions

January 25

February 15

March 21

April 18 (transfer)

Accepted Student Information Session & Tours

Every Friday, except April 3

February Vacation Week

February 17-21; 3 tours available per day, of those, 1 for accepted students

April Vacation Week

April 20-24; 3 tours available per day, of those, 1 for accepted students

Departmental Tours

Dates TBD

Future Falcon Day

April 4

Shadow Program (In class visit/tour)

Dates TBD

Group Visits

Available every Monday, Tuesday, & Friday

Weekly Tours

Available Monday-Friday (11:30 and 2pm)

*Tour in Spanish available once per week

Transfer Tuesday

Dates TBD; tentatively 1 per month Jan –May, 2 per month June-Aug

Campus Visitation incentives:

- Application fee waivers to any students who visits AND completes the campus visitation survey
- Through collaboration with Mass Ed Co and Bottom Line, Inc., covering the transportation costs for a group to attend Open House

IV. Social Media plan

Current Stats; 147 posts, 633 followers, 1,184 following

Goals

1. Increase Engagement (add 300+ followers by the end of the year)
2. Merge FitchburgStateAdmissions & FitchburgStateTourGuides into one account
3. Have specific highlights that remain on our account that highlights & focuses on new themes
4. Create a scheduling timeline' posting at least 20 times per month
5. Setting a tone in IG!
6. Create an IG Brand Kit and posting guidelines

Stories / Highlights

#FitchburgBound
Mini On Campus Tour
Applications Information
Day in the Life
Tour Guide Spotlight
Meet the Counseling Staff
Hidden Gems
Department Tours

Post Ideas

SR Post (4yr story)
FR Post (why FSU)
BTS (in class?) / Athletics?
Admission event post (OH, SIS, etc.)
Best Dorm Room Photo
Admissions Advice from staff

Fall Timeline

September: Start of semester excitement & posting routine
1st Week: Introduce Freshman Recruitment Team & Advice for perspective students
2nd Week: Sports (Football Highlight) & on RTB, post about dorm room contest
3rd Week: Post about student's settling in
4th Week: Dorm room Reminders & start working with students on IG Content
October: Focus on Events & Application Tips (maybe one week focusing on scholarships?)
November: Focus on finishing applications & admission reminders
December: Focus on accept packet mailings & winter shots of campus

Followers Initiatives

During the end of every group visit, have students follow the Instagram account. Two random followers gets a free shirt
Adding our social media outlets to our information session
Have any student who comes to our table at RTB follow our account before they get merch
Adding our social media outlets to acceptance boxes?

V. Fall 2020 Regional Markets:

Primary Markets = MA03 & MA11

Secondary Markets = MA 1, 2, and 4-10; Metro and Southern CT; Metro RI; Southern NH, Northern VT

Tertiary Markets = Specific counties in NY & NJ

Fall 2020 Recruitment Travel Territory Assignment:

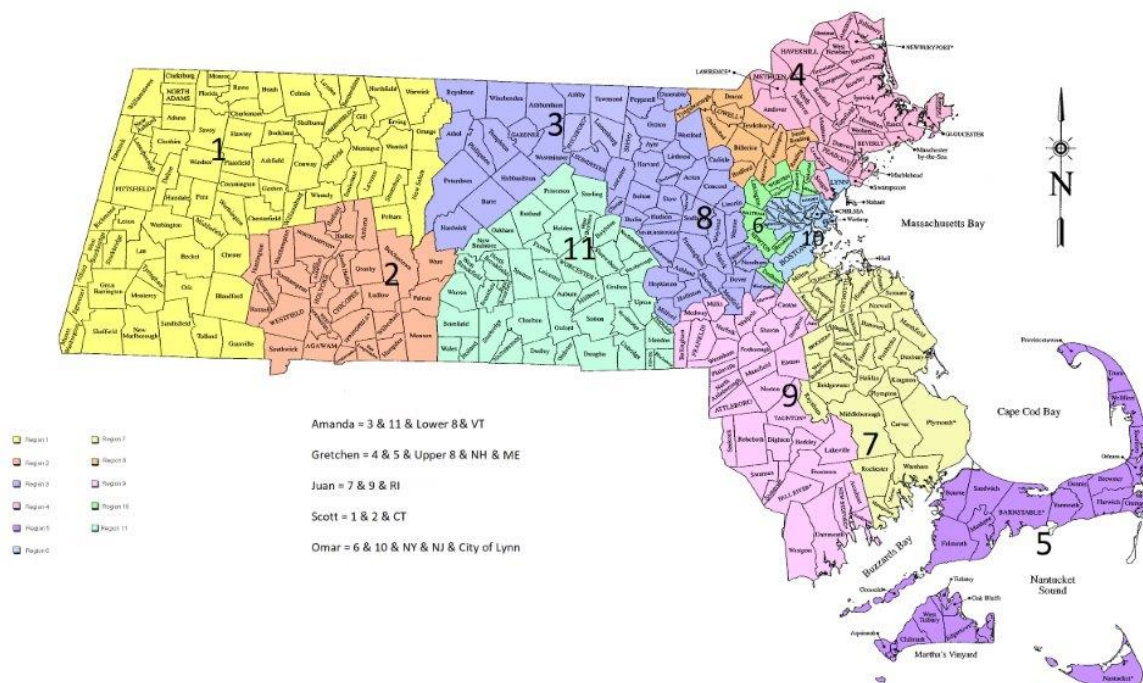
Amanda Egese, Admissions Counselor for Early Access Programs and Local Recruiter

Gretchen Mayhew, Associate Director of Freshmen Admissions

Juan Orta, Admissions Counselor for Campus Visitation

Scott Fournier, Assistant Director of Admissions, Athletic Liaison and Tour Guide Coordinator

Omar Reyes, Associate Director of Multicultural Outreach & Recruitment



Admissions Operations Plan

Operations Goals Action Plan

Operations Plan

Goal Action Plan

Goal 2. Enhance Admissions procedures, policies, and office structure based upon best practices.

2a. Improve the Slate to Banner data transfer

1. Updates to the decisions script; outstanding issues, 2 majors mapping incorrectly, new fields needed to be added to the export/import)
2. Still working on deposit script
3. Registration backfill process

2b. Review of Business Processes to Create a Full Enrollment Process Map

2c. Enhance Communications

1. Switched from Ipad to iPhones to decrease counselor response time with students when on the road and allow counselors to text students.
2. Working with current Film/Video Students to produce “Meet a current student in your major” videos to send in place of email messages
3. Update communication plans to include:
 - Parents
 - Transfer
 - Graduate (working with GCE)
 - UG Evening (working with GCE and vendor)
2. Update Application to be more user friendly
3. Updated Portals / Status Page

Enrollment Projections

Freshmen Projection Scenarios

Transfer Projection Scenarios

Enrollment Projections- Freshman

Scenario 1 (no change) - using estimated acceptance rate of 64.0% and 5- year average conversion rate of 25.7%

Year	HS Graduates (K)	Rate of Change	Applications	Avg Accept Rate	Admits	Avg Yield Rate	Enrolled	
17	536		4523	60.0%	2911	25.8%	750	*Actual
18	539	100.6%	4548	64.0%	2911	25.7%	748	
19	537	99.6%	4531	64.0%	2900	25.7%	745	
20	530	98.7%	4472	64.0%	2862	25.7%	736	
21	535	100.9%	4515	64.0%	2889	25.7%	743	
22	536	100.2%	4523	64.0%	2895	25.7%	744	
23	533	99.4%	4498	64.0%	2879	25.7%	740	
24	540	101.3%	4557	64.0%	2916	25.7%	749	
25	548	101.5%	4624	64.0%	2960	25.7%	761	

Scenario 2 (2018 as new norm) - using 2018 as the benchmark number of applications and the 2018 acceptance rate of 60% and 2018 conversion rate of 28.8%

Year	HS Graduates (K)	Rate of Change	Applications	Avg Accept Rate	Admits	Avg Yield Rate	Enrolled	
17	536		4523	60.0%	2911	25.8%	750	*Actual
18	539	100.6%	4076	60.0%	2486	28.8%	716	**Actual as of 8/27/18
19	537	99.6%	4061	60.0%	2437	28.8%	702	
20	530	98.7%	4008	60.0%	2405	28.8%	693	
21	535	100.9%	4046	60.0%	2427	28.8%	699	
22	536	100.2%	4053	60.0%	2432	28.8%	700	
23	533	99.4%	4031	60.0%	2418	28.8%	697	
24	540	101.3%	4084	60.0%	2450	28.8%	706	
25	548	101.5%	4144	60.0%	2486	28.8%	716	

Scenario 3 (aggressive) - using the 5-year average acceptance rate of 65.7% and 5-year average conversion rate of 25.7%

Year	HS Graduates (K)	Rate of Change	Applications	Avg Accept Rate	Admits	Avg Yield Rate	Enrolled	
17	536		4523	60.0%	2911	25.8%	750	*Actual
18	539	100.6%	4548	65.7%	2988	25.7%	768	
19	537	99.6%	4531	65.7%	2977	25.7%	765	
20	530	98.7%	4472	65.7%	2938	25.7%	755	
21	535	100.9%	4515	65.7%	2966	25.7%	762	
22	536	100.2%	4523	65.7%	2972	25.7%	764	
23	533	99.4%	4498	65.7%	2955	25.7%	759	
24	540	101.3%	4557	65.7%	2994	25.7%	769	
25	548	101.5%	4624	65.7%	3038	25.7%	781	

Scenario 4 - using no change numbers (scenario 1) and projecting if 4 underperforming majors (CS, BUS, EXSC, ITEC) would perform to level of top performing majors based on demand (adding 10% per year topping at 30%)

Year	HS Graduates (K)	Rate of Change	Applications	Avg Accept Rate	Admits	Avg Yield Rate	Enrolled	
17	536		4523	60.0%	2911	25.8%	750	*Actual
18	539	100.6%	4548	64.0%	2911	25.7%	770	
19	537	99.6%	4531	64.0%	2900	25.7%	768	
20	530	98.7%	4472	64.0%	2862	25.7%	780	
21	535	100.9%	4515	64.0%	2889	25.7%	787	
22	536	100.2%	4523	64.0%	2895	25.7%	800	
23	533	99.4%	4498	64.0%	2879	25.7%	796	
24	540	101.3%	4557	64.0%	2916	25.7%	816	
25	548	101.5%	4624	64.0%	2960	25.7%	827	

Enrollment Projections- Transfer

Scenario 1- (average) using 5-year avg applications of 875, 5-year avg acceptance rate of 62% (including a .2% annual increase), and 5-year avg conversion rate of 54%

Year	Applications	Accept Rate	Admits	Yield Rate	Enrolled	
17	870	59.8%	520	61.3%	319	*Actual
18	875	62.0%	543	54.0%	293	
19	875	62.2%	544	54.0%	294	
20	875	62.4%	546	54.0%	295	
21	875	62.6%	548	54.0%	296	
22	875	62.8%	550	54.0%	297	
23	875	63.0%	551	54.0%	298	
24	875	63.2%	553	54.0%	299	
25	875	63.4%	555	54.0%	300	

Scenario 2-(aggressive)increasing applications to 900, increasing acceptance rate of 62% (including a .2% annual increase), and increasing conversion rate of 60%

Year	Applications	Accept Rate	Admits	Yield Rate	Enrolled	
17	870	59.8%	520	61.3%	319	*Actual
18	900	62.0%	558	60.0%	335	
19	900	62.2%	560	60.0%	336	
20	900	62.4%	562	60.0%	337	
21	900	62.6%	563	60.0%	338	
22	900	62.8%	565	60.0%	339	
23	900	63.0%	567	60.0%	340	
24	900	63.2%	569	60.0%	341	
25	900	63.4%	571	60.0%	342	

Scenario 3- using avg yield, accounting for the maturation of the RN-BSN guaranteed admissions with Mt. Wachusetts

Year	Applications	Accept Rate	Admits	Yield Rate	Enrolled	
17	870	59.80%	520	61.3%	319	*Actual
18	875	60.0%	525	54.0%	284	
19	875	60.0%	525	55.0%	289	
20	935	62.6%	585	58.0%	339	*first RN-BSN cohort
21	915	61.7%	565	60.0%	339	
22	920	64.4%	592	62.0%	367	
23	920	64.6%	594	64.0%	380	
24	920	64.8%	596	64.0%	382	
25	920	65.0%	598	64.0%	383	

Appendix I- Academic Clusters

Major Clusters	Health, Health Care and Human Development	Communication, Media, Art & Design	Business, Economics and Analytics	Education, Government, and Social Change	Science, Technology, Exploration and Discovery	Justice and Security	Arts, Humanities
What interests you?	Do you care about people and want to help in some way?	Do you like to perform in front of an audience? Are you a visual person or like to work with productions and technology?	Do you enjoy working with other people? Do you like to plan and organize activities?	Would you like to get paid to help others learn new things? Are you interested in politics? Are rules and laws important to you?	Are you detail-oriented? Do you want to know how things work, or enjoy solving problems?	Do you like the idea of protecting people? Do you want to help people figure out the legal system?	Are you a visual person or like to work on creative projects?
Career Descriptions	Health science careers promote health and wellness. They diagnose and treat injuries and disease. In a clinical career you could work directly with patients. You could also work in a laboratory to get information used in research or provide administrative support by keeping medical records. Health science jobs are found at a variety	Arts, audio/video technology, and communications workers use creativity and their talents on the job. You might work for an audience as a performer or artist. This includes painters, dancers, sculptors, actors, and singers. Or, you might work behind the scenes to make a performance successful. This includes set designers, editors, broadcast	Business, management, and administrative careers give the support needed to make a business run. You might check employee time records or train new employees. Or, you might work as a top executive and provide the overall direction for a company or department.	Education and training workers guide and train people. As a teacher, you could influence young lives. You could also support the work of a classroom teacher as a counselor, librarian, or principal. You could coach sports activities or lead community classes. You could also work with adults. For example, you could lead training to employees in a business. Or you could work as a university or college	Science, technology, engineering, and mathematics careers do scientific research in laboratories or the field. Others plan or design products and systems. Or, you might support scientists, mathematicians, or engineers as they do their work. For example, you might oversee the construction of roads, develop systems to	Law, public safety, corrections, and security workers are found in a variety of settings. For example, you might guard the public and enforce the law as a police officer or security guard. Or, you might provide fire protection as a firefighter. Other workers provide legal services to people who commit crimes. For example, you might	Arts, and humanities careers creativity and their talents on the job. You might work for an audience as an artist. Or, you might work behind the scenes to make a performance successful. This includes set designers, editors, broadcast technicians, and camera operators. You may work in fields for languages are important.

	<p>of different sites. For example, you could work in a hospital, office, clinic, or nursing home..</p> <p>Health and human services workers help individual and families meet their personal needs. You might work in a government office, hospital, nonprofit agency, nursing home, spa, hotel, or school. Or, you might work in your own home.</p>	<p>technicians, and camera operators.</p> <p>Some audio/video technology and communications workers have high-profile jobs. For example, you might work as a news reporter or fashion designer. Or, you might use your creative talents with technology and work as an animator, graphic designer, game designer or film editor.</p>		<p>professor for undergraduate or graduate students.</p> <p>Government and public administration workers help pass and enforce the law. You could work in national, state, or local government. You will find almost every type of occupation within the government, including some jobs that are only found within government.</p>	<p>prevent diseases, or help engineers do research and read blueprints.</p>	<p>monitor activities within a prison, advise clients of their legal rights, or research legal procedures to support court cases.</p>	
	Health, Health Care and Human Development	Communication, Media, Art & Design	Business, Economics and Analytics	Education, Government, and Social Change	Science, Technology, Exploration and Discovery	Justice and Security	Arts, Humanities
Careers	<ul style="list-style-type: none"> ✓ Athletic Trainers ✓ Audiologists ✓ Cardiovascular Technologists and Technicians ✓ Dentists ✓ Dietitians and Nutritionists ✓ Epidemiologists ✓ Exercise Physiologists ✓ Medical Assistants 	<ul style="list-style-type: none"> ✓ Audio/Video Technology & Film ✓ Journalism & Broadcasting ✓ Telecommunications ✓ Printing Technology ✓ Performing Arts ✓ Visual Arts ✓ Recreation, Amusements & 	<ul style="list-style-type: none"> ✓ Business Information Management ✓ General Management ✓ Human Resources Management ✓ Accounting ✓ Banking Services ✓ Business Finance 	<ul style="list-style-type: none"> ✓ Community Planning ✓ Foreign Service ✓ Governance ✓ National Security ✓ Public Management & Administration ✓ Regulation ✓ Revenue & Taxation ✓ Consumer Services ✓ Counseling & Mental Health Services ✓ Early Childhood 	<ul style="list-style-type: none"> ✓ Laboratory Scientist ✓ Biotechnology Technology & Research ✓ Consumer Services ✓ Cyber Security ✓ Diagnostic Services ✓ Natural Resource Systems ✓ Power, Structural & Technical Systems ✓ Regulation 	<ul style="list-style-type: none"> ✓ Arbitrators, Mediators, and Conciliators ✓ Correctional Officers and Jailers ✓ Criminal Justice researchers ✓ Detectives and Criminal Investigators ✓ Forensic Science 	<ul style="list-style-type: none"> ✓ Writing: Writing is relevant—and often central—to many careers, including content or copywriting, journalism, screenwriting, editing, and grant writing. ✓ Marketing/Advertising /Public Relations:

<ul style="list-style-type: none"> ✓ Medical Laboratory Technicians ✓ Medical Records and Health Information Technicians ✓ Medical Scientists ✓ Medical and Health Services Managers ✓ Occupational Therapists ✓ Pharmacy Technicians ✓ Physical Therapists ✓ Physician ✓ Physician Assistants ✓ Public Health educator ✓ Public Health Scientist ✓ Preventive Medicine Physicians ✓ Psychiatrists ✓ Recreational Therapists ✓ Registered Nurses ✓ Respiratory Therapists ✓ Sports Medicine 	<ul style="list-style-type: none"> ✓ Attractions Restaurant & Food/Beverage Services ✓ Travel & Tourism Lodging ✓ Merchandising ✓ Marketing Communications ✓ Marketing Management ✓ Marketing Research ✓ Professional Sales ✓ Data Analytics ✓ Information Support & Services ✓ Network Systems ✓ Programming & Software Development ✓ Web & Digital Communications ✓ Consumer Services ✓ Design\Pre-Construction ✓ Health Care ✓ Landscape Architecture ✓ Regulation ✓ Sales & Service ✓ Web & Digital Communications 	<ul style="list-style-type: none"> ✓ Restaurant & Food/Beverage Services ✓ Travel & Tourism ✓ Marketing Communications ✓ Marketing Management ✓ Marketing Research ✓ Professional Sales ✓ Agribusiness Systems ✓ Food Products & Processing Systems ✓ Manufacturing Production Process ✓ Development ✓ Transportation Systems/Infrastructure Planning, Management & Administration ✓ Logistics Planning & Management Services ✓ Diagnostic Services ✓ Consumer Services ✓ Logistics & Inventory Control ✓ Quality Assurance ✓ Sales & Service ✓ Transportation Operations ✓ Construction 	<ul style="list-style-type: none"> Development & Services ✓ Family & Community Services ✓ Personal Care Services ✓ Correction Services ✓ Emergency & Fire Management Services ✓ Law Enforcement Services ✓ Legal Services ✓ Security & Protective Services ✓ Additional Pathways ✓ Administration ✓ Environmental Service Systems ✓ Natural Resource Systems ✓ Power, Structural & Technical Systems ✓ Professional Support ✓ Teaching ✓ Transportation Operations ✓ Transportation Systems/Infrastructure Planning, Management & Regulation 	<ul style="list-style-type: none"> ✓ Telecommunications ✓ Construction ✓ Design/Pre-Construction ✓ Maintenance/Operations ✓ Landscape Design & Green Infrastructure ✓ Information Support & Services ✓ Network Systems ✓ Programming & Software Development ✓ Web & Digital Communications ✓ Health, Safety & Environmental Assurance ✓ Logistics & Inventory Control ✓ Manufacturing Production Process Development ✓ Maintenance, Installation & Repair ✓ Production ✓ Quality Assurance ✓ Facility & Mobile Equipment Maintenance ✓ Health, Safety & Environmental Management ✓ Logistics Planning & Management Services ✓ Sales & Service 	<ul style="list-style-type: none"> ✓ Technicians ✓ Judges and Magistrates ✓ Judicial Law Clerks ✓ Lawyers ✓ Paralegals and Legal Assistants ✓ Police and Sheriff's Patrol Officers ✓ Private Detectives and Investigators ✓ Probation Officers and Correctional Treatment Specialists ✓ Retail Loss Prevention Specialists ✓ Supervisors of Correctional Officers 	<p>Marketing, advertising, and PR are different fields, and there are a number of job possibilities within them.</p> <ul style="list-style-type: none"> ✓ Language: If you have a strong background in a foreign language, there are many possibilities for employment as a linguist through foreign service, airlines, travel agencies, and other businesses that require translators. ✓ Museum Curation: An art history degree will provide you with a strong background and foundation to be a museum curator, but you can apply many other humanities degrees to this field as well. In this role, you are essentially a content specialist who acquires and manages your museum's collection, as well as helps display and exhibit the works. ✓ Publishing: When you think about the publishing field, editor is probably the first role that comes
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							to mind.
	Health, Health Care and Human Development	Communication, Media, Art & Design	Business, Economics and Analytics	Education, Government, and Social Change	Science, Technology, Exploration and Discovery	Justice and Security	Arts, Humanities
Majors	<ul style="list-style-type: none"> ✓ Nursing ✓ Health Sciences ✓ Human Services ✓ Clinical Exercise Physiology ✓ Fitness Management ✓ Strength and Conditioning ✓ Pre-Med ✓ Psychological Science ✓ Cognitive Science ✓ Applied Psychology ✓ Environmental Public Health* ✓ BA Health Admin* 	<ul style="list-style-type: none"> ✓ Communication Studies ✓ Film and Video ✓ Graphic Design ✓ Photography ✓ Professional Communication ✓ Technical Theater ✓ Theater ✓ Professional Writing ✓ Architectural Technology ✓ Interdisciplinary Studies for Fine and ✓ Performing Arts ✓ Interdisciplinary Studies for Humanities ✓ Game Design 	<ul style="list-style-type: none"> ✓ Accounting ✓ Management ✓ Marketing ✓ Health Admin* ✓ Computer Information Systems ✓ Computer Science ✓ Economics ✓ International Business and Economics ✓ Mathematics ✓ Applied Mathematics 	<ul style="list-style-type: none"> ✓ Early Childhood Education ✓ Elementary Education ✓ Human Services ✓ Middle School Education ✓ English† ✓ General Science ✓ History ✓ Humanities ✓ Mathematics ✓ Mathematics-Science ✓ Secondary Education English ✓ Secondary Education ✓ Secondary Education History ✓ Secondary Education Biology ✓ Secondary Education Mathematics ✓ Sociology ✓ Special Education ✓ Technology Education 	<ul style="list-style-type: none"> ✓ Biology† ✓ Biotechnology ✓ Environmental Biology ✓ Health Sciences ✓ Neuroscience and Behavior ✓ Chemistry ✓ Computer Science ✓ Game Programming ✓ Cybersecurity ✓ Environmental and Earth Science ✓ Geographic Science and Technology ✓ Architectural Technology ✓ Construction Technology ✓ Electronics Engineering Technology ✓ Energy Management Technology ✓ Manufacturing Engineering Technology ✓ Applied Mathematics ✓ Mathematics ✓ Mathematics ✓ Psychological Science ✓ Cognitive Science ✓ Applied Psychology ✓ Game Design 	<ul style="list-style-type: none"> ✓ Cybersecurity ✓ Criminal Justice ✓ Criminal Justice (4+1 Police Program) ✓ Geographic Science and Technology ✓ Pre-Law ✓ Sociology 	<ul style="list-style-type: none"> ✓ Film and Video ✓ Graphic Design ✓ Photography ✓ Technical Theater ✓ Theater ✓ Literature ✓ Professional Writing ✓ Interdisciplinary Studies for Fine and Performing Arts ✓ Interdisciplinary Studies for Humanities ✓ Game Design

Appendix II- Publication List

Publication	Department Responsible	Need for
At- A -Glance	Admissions	Welcome Bags
Athletics Brochure	Admissions	Fall/ Spring Travel
Athletics Booklet	Admissions/Athletics	TBD
Counselor Visit Poster	Admissions	Fall/ Spring Travel
Defy	Marketing	Fall/ Spring Travel
Dig In	Marketing	Fall/ Spring Travel
Dig In Spanish	Marketing	Fall/ Spring Travel
Falcon Head/Cling	Marketing	Fall/ Spring Travel
Falcon Head/Paper	Marketing	Fall/Spring Travel
February At Fitchburg OH	Admissions	Spring Event
Flight Manual	Admissions	Spring
Future Falcon Invites	Admissions	Spring Event
Info Graphic	Admissions	Fall/ Spring Travel
Inquiry Card	Admissions	Fall/ Spring Travel
Open House Invite	Admissions	September Mailing
Open House Poster	Admissions	September Mailing
Pull Up Displays Inserts	Admissions	Fall Travel
Scholarship Information Piece	Admissions	Welcome Bags
Transfer Brochure	Admissions	Fall Travel
Veteran At A Glance Sheet	Admissions	General Use
Veteran Piece *New*	Marketing	TBD
Transfer Tuesday	Admissions	
Contact Insert	Marketing	Fall Travel
What's next	Admissions	General Use

Appendix III- List of Scholarships

Merit Scholarships	Amount	Renewable	Student Type	GPA	SAT
Fitchburg Mutual Insurance W. Bruce Adams Memorial Scholarship	\$ 1,250.00	No			
The Antonucci Family Scholarship	\$ 1,000.00	No			
Ethel P Mandrus Donahue '41 Scholarship	\$ 1,000.00	Yes			
Jeanne M. Joyal '53 Scholarship	\$ 700.00	Yes			
Ruth Lee Scholarship	\$ 500.00	No			
Myra McGuirk-Bonitz '14 and Arlene (Bonitz) Bentley Scholarship	\$ 1,000.00	No			
Henry Frank Memorial Scholarship (CT)	Tuition and	Yes			
Henry Frank Memorial Scholarship (MA)	\$ 2,000.00	Yes			
Ying Gean & Sui King Yee Scholarship	\$ 750.00	Yes			
Tsongas	Tuition & Fe	Yes	FTS	>=3.75	>= 1270
Honors	\$ 2,000.00	Yes	FTS	>= 3.50	>= 1150
Presidential	\$ 1,500.00	Yes	FTS	>= 3.0	>= 1100
Dean's	\$ 1,000.00	Yes	TRF	>=3.20	
Fitchburg Freshmen	\$ 1,000.00	Yes	FTS	>=2.8	>= 1000
Falcon Scholarship-1500	\$ 1,500.00	Yes	Out of State	>=2.5	
Falcon Scholarship-2500	\$ 2,500.00	Yes	Out of State	>=2.5	
Falcon Scholarship-4500	\$ 4,500.00	Yes	Out of State	>=2.5	
Falcon Scholarship-5000	\$ 5,000.00	Yes	Out of State	>=2.5	

Day Freshmen Digital Communication Plan

PHASE	DAY	REPEAT	COMMUNICATION	TARGET	METHOD	"SIGN BY"	Go live date
FRESHMEN RECRUITMENT							
Prospect	1		Intro: Defy Expectations	Freshmen Prospects and Inquiries	Email	Admissions	1-Sep
Prospect	1		<i>Get to know us. (majors, pics of campus, points of pride, Notable Alumni) - NEEDED</i>	Parents of Freshmen Prospects and Inquiries	Email	Director of Admissions	NEED
Prospect	10		Picture Yourself at Fitchburg State	Freshmen Prospects and Inquiries	Email	Admissions	1-Sep
Prospect	15		Meet your Admissions Counselor	Freshmen Prospects and Inquiries	Email	Counselor	1-Sep
Prospect	20		Opportunities are Endless at Fitchburg State	Freshmen Prospects and Inquiries	Email	Admissions	1-Sep
Prospect	25		Department Tour invitations	Freshmen Prospects and Inquiries	Email	Admissions	1-Sep
Prospect	20		<i>What sets us apart? (pics of campus, points of pride, Notable Alumni, encourage to apply and follow up with their admissions counselor with questions) - NEEDED</i>	Parents of Freshmen Prospects and Inquiries	Email	Admissions Counselor	NEED
Prospect	30		Student Financial Aid Matters	Freshmen Prospects and Inquiries	Email	Director of Financial Aid	1-Sep
Prospect	40		Application Deadlines (prior to Jan 1)	Freshmen Prospects and Inquiries	Email	Admissions	1-Sep
Prospect	Sept - November		Coming to your area	Freshmen NEW YORK Prospects	Email	Admissions	1-Sep
Prospect	Sept - November		FASFA Day	Freshmen Prospects and Inquiries	Email	Financial Aid	1-Sep
Prospect	Sept - November		Open House Invitation	Freshmen Prospects and Inquiries	TEXT	Admissions	1-Sep
Prospect	Sept - November	Send after each OH	Open House Invitation	Freshmen Prospects and Inquiries - sent to non-registrants	Email	Admissions	1-Sep
Prospect	Sept - November	Send after each OH	Open House Invitation	Parents of Freshmen Prospects and Inquiries - sent to non-registrants	Email	Admissions	1-Sep
Prospect	November - April	45 days	Join us on a Saturday	Freshmen Prospects - sent to non-registrants	Email	Admissions	1-Sep
Prospect	Week before April Vacation		Have you made plans for next week?	Freshmen Prospects - sent to non-registrants	Email	Admissions	1-Apr
FRESHMEN APPLICANTS							
Application	Immediate		Thank you for your application	Freshmen Applicants	Email	Admissions	1-Sep
Application	1		<i>Your student has submitted an application! (reminder of what to submit and important deadlines) - NEEDED</i>	Parents of Applicants	Email	Admissions	NEED
Application	1		Defy Expectations (for those who didn't receive as prospects)	Freshmen Applicants	Email	Admissions	1-Sep
Application	5		Meet your Admissions Counselor - NEED new counselors	Freshmen Applicants			1-Sep
Application	5	every 14 days	Check your Application Status	Freshmen Applicants	Email	Admissions	1-Sep
Application	10	every 14 days	Your Application is incomplete	Freshmen Applicants	Email	Admissions	1-Sep
Application	15		Greetings from Fitchburg State Athletics	Freshmen Applicants (interested in Athletics)	Email	Admissions	1-Sep
Application	30		A message from Director of Financial Aid	Freshmen Applicants	Email	Director of Financial Aid	1-Sep
Application	45		Missing 1st Quarter Grades	Freshmen Applicants (applicants missing 1st quarter grades)	Email	Admissions	1-Sep
Application	Sept - November	after each open house	Come Visit Fitchburg State (Open House Invitation)	Freshmen Applicants	Email	Admissions	15-Sep
Application	Sept - November	after each open house	Come Visit Fitchburg State (Open House Invitation)	Parents of Applicants	Email	Admissions	15-Sep
Application	Nov - May		Awaiting Submission	Freshmen Applicants (started ap, but haven't submitted)	Email	Admissions	15-Nov
Application	Nov - Jan		Should you Interview	Freshmen Applicants	Email	Admissions	15-Nov
Application	Week before April Vacation		Have you made plans for next week?	Admitted Freshmen	Email	Admissions	April

ACCEPTED FRESHMEN							
Accept	1		Congratulations	Admitted Freshmen	Email	Director of Admissions	15-Dec
Accept	1		Congratulations	Parents of Admitted Students	Email	Director of Admissions	15-Dec
Accept	3		Visit Us! (Accepted Student Events)	Admitted Freshmen	Email		15-Dec
Accept	3		Visit Us! (Accepted Student Events)	Parents of Admitted Students	Email		15-Dec
Accept	5		Meet (student in major)	Admitted Freshmen	Email	Student	15-Dec
Accept	7		Meet your Financial Aid Counselor	Admitted Freshmen	Email	Financial Aid	15-Dec
Accept	10		Message from Director of Housing	Parents of Admitted Students	Email	Director of Housing	15-Dec
Accept	12		Message from Director of Housing	Admitted Freshmen	Email	Director of Housing	15-Dec
Accept	14		Next Steps to become a falcon	Admitted Freshmen	Email	Admissions	15-Dec
Accept	15		Welcome From Department Chair - <i>currently have 2</i>	Admitted Freshmen	Email	Department Chair	15-Dec
Accept	15		Why you should stay with us	Parents of Admitted Students	Email	Director of Housing	15-Dec
Accept	20		Join the conversation (social media invite)	Admitted Freshmen	Email	Student	15-Dec
Accept	25		Why you should live on campus	Admitted Freshmen	Email	Students in Housing	15-Dec
Accept	25		<i>Welcome to Fitchburg State from SGA Pres</i>	<i>Admitted Students</i>	<i>Email</i>	<i>Admissions</i>	NEED
Accept	25		<i>Value and Affordability of a Fitchburg State Education</i>	<i>Parents of Admitted Students</i>	<i>Email</i>	<i>Provost</i>	NEED
Accept	1-Feb		Save the Date - Future Falcon Day	Admitted Freshmen	Email	Admissions	1-Feb
Accept	1-Feb		Save the Date - Future Falcon Day	Parents of Admitted Students	Email	Admissions	1-Feb
Accept	27-Feb		Register for Future Falcon	Admitted Freshmen	Email	Admissions	15-Dec
Accept	Feb 1 - Apr 25		Falcon 101 Invite	Admitted Freshmen	Email	Admissions	15-Dec
Accept	60		<i>Dean's Letter (message from the Dean about opportunities, outcomes, and occupations)</i>	Admitted Freshmen	Email	Deans	NEED
Accept	1-Feb		Shadow Program	Admitted Freshmen	Email	Admissions	1-Feb
Accept	15-Feb		Scholarship Notification	Admitted Freshmen with Scholarships	Email	Director of Admissions	15-Feb
Accept	April 15-April 30		May 1 is coming!	Admitted Freshmen	Email	Admissions Counselor	15-Dec
Accept	March 22 - Sept 3	21 days	You're almost there - Conditional Accept YES	Admitted Freshmen	Email	Admissions	22-Mar
Accept	Week before April Vacation		Have you made plans for next week?	Admitted Freshmen	Email	Admissions	April
Accept	30-Apr		May 1 is tomorrow!	Admitted Freshmen	TEXT	Admissions	April

DEPOSITED FRESHMEN							
Deposited	1		Be proud Video	Deposited	Email	Admissions	15-Feb
Deposited	1		Be proud Video	Parents of Deposited Students	Email	Admissions	15-Feb
Deposited	5		What's Next	Deposited Students	Email	Admissions	15-Feb
Deposited	5		Welcome to the Fitchburg Family! (Bulleted Next Steps, Inform them we will copy them on messages to student)	Parents of Deposited Students	Email	Admissions	NEED
Deposited	10		Financing your students education (reuse value and affordability content with added content about FA options and contacts)	Parents of Deposited Students	Email	Financial Aid	NEED
Deposited	1-Sep		Thank you	Deposited Students	email	Admissions	1-Sep
Deposited	1-Sep		Thank you	Parents of Deposited Students	email	Admissions	1-Sep
DEPOSIT PHASE: HOUSING							
Deposited	7		Sign up for housing today!	Deposited Students (residential)	Email	Housing	15-Mar
Deposited	8		Housing Application Live	Parents of Deposited Students	email	Housing	15-Mar
Deposited			Roommate Linking Instructions	Deposited Students (residential)	Email	Housing	waiting on details
Deposited	10		RLC Invitations	Deposited Students (residential) - honors, CJ, STEM, Health Sciences	Email	Deans	15-Mar
Deposited	May 1 - May 15		Housing Application Due May 15	Deposited Students (residential)	Email	Housing	1-May
Deposited			Early Arrival Program	Deposited Students (residential)	Email	Housing	waiting on details
Deposited			Early Arrival Program	Parents of Deposited Students	email	Housing	waiting on details
Deposited			Housing Assignments	Deposited Students (residential)	email	Housing	waiting on details
Deposited	1-Sep		The Great Move In	Deposited Students (residential)	email	Housing	1-Sep
Deposited	1-Sep		The Great Move In	Parents of Deposited Students	Email	Housing	1-Sep
DEPOSIT PHASE: CORI							
Deposited	7		CORI Form <i>waiting on info</i>	Deposited Students (Criminal Justice)	Email	Admissions	waiting on details
Deposited	15		CJ Orientation <i>waiting on dates</i>	Deposited Students (Criminal Justice)	Email	Admissions	waiting on details
DEPOSIT PHASE: HEALTH SERVICES							
Deposited	15		Submit you Health Forms	Deposited Students	Email	Admissions	15-Feb
	15		Submit you Health Forms	Parents of Deposited Students	Email	Admissions	15-Feb
Deposited	June 1 - July 15		Reminder- Health Forms are Due	Deposited Students	Email	Admissions	1-Jun
DEPOSIT PHASE: PLACEMENT TESTING							
Deposited	March 30-June15		Placement Testing Registration	Deposited Students	Email	Admissions	30-Mar
	March 30-June15		Placement Test Registration Live	Parents of Deposited Students	Email	Admissions	30-Mar
Deposited	Sent after PT Reg.		Banner ID	Deposited Students	Email	Admissions	30-Mar
Deposited	Prior to Orientation		Placement Test Missing	Deposited Students	Email	Admissions	15-Jun
Deposited	Prior to Orientation		Placement Test Missing	Deposited Students	TEXT	Admissions	15-Jun
DEPOSIT PHASE: STUDENT BILLING							
Deposited			Student Billing Emails	Deposited Students	Email	Admissions	
DEPOSIT PHASE: REGISTRAR							
Deposited	April 15 - May 15		Pre-Registration Survey	Deposited Students	Email	Admissions	15-Apr
DEPOSIT PHASE: SUMMER ORIENTATION							
Deposited	April 15 - June 26		Summer Orientation Invitation	Deposited Students	Email	Admissions	15-Apr
Deposited	April 15 - June 26		Summer Orientation Invitation	Parents of Deposited Students	Email	Admissions	15-Apr
Deposited	June 1 - June 26		Orientation Transportation	Deposited Students	Email	Admissions	1-Jun
Deposited	1-Jun		Missing Orientation Registration	Deposited Students	TEXT	Admissions	1-Jun
Deposited	1-Jun		Missing Orientation Registration	Deposited Students	Email	Admissions	1-Jun
Deposited	After Orientation		Thank you for Coming with Survey	Parents of Deposited Students	Email	Admissions	20-Jun
Deposited	July 20 - August 10		Clean-Up Orientation	Deposited Students	Email	Admissions	20-Jul
Deposited	July 20 - August 10		Clean-Up Orientation	Parents of Deposited Students	Email	Admissions	20-Jul
DEPOSIT PHASE: INFORMATION TECHNOLOGY							
Deposited	July 1 - Sept 1		Student Email Account	Deposited Students	Email	Admissions	1-Jul
Deposited	July 1 - Sept 1		Mobile Alert	Deposited Students	Email	Admissions	1-Jul
Deposited	July 1 - Sept 1		Mobile Alert	Parents of Deposited Students	Email	Admissions	1-Jul
DEPOSIT PHASE: SUMMER BRIDGE							
Deposited	1-Jun		Summer Bridge Information	Deposited Students	Email	Dean of Students	1-Jul

Appendix IV - Communication Plans

Deposited	1-Jun		Summer Bridge Information	Parents of Deposited Students	Email	Dean of Students	1-Jun
Deposited	15-Jun		Residential Summer Bridge Information	Deposited Students	Email	Admissions	15-Jun
Deposited	15-Jun		Residential Summer Bridge Information	Parents of Deposited Students	Email	Admissions	15-Jun
Deposited	25-Jun		Summer Bridge - Disability Accommodations	Deposited Students	Email	Dean of Students	30-Jun
Deposited	25-Jun		Summer Bridge - Disability Accommodations	Parents of Deposited Students	Email	Dean of Students	30-Jun

Day Transfer Digital Communication Plan

PHASE	DAY	REPEAT	COMMUNICATION	TARGET	METHOD	"SIGN BY"	Go live date
TRANSFER RECRUITMENT							
Prospect	1		Intro: Defy Expectations	Transfer Prospects and Inquiries	Email	Admissions	1-Sep
Prospect	5		Meet your Admissions Counselor	Transfer Prospects and Inquiries	Email	Counselor	1-Sep
Prospect	10		Why Transfer	Transfer Prospects and Inquiries	Email	Admissions	1-Sep
Prospect	20		Opportunities are Endless at Fitchburg State	Transfer Prospects and Inquiries	Email	Admissions	1-Sep
Prospect	30		Student Financial Aid Matters	Transfer Prospects and Inquiries	Email	Director of Financial Aid	1-Sep
Prospect	40		Application Deadlines (prior to Jan 1)	Transfer Prospects and Inquiries	Email	Admissions	1-Sep
Prospect	Sept - November		Open House Invitation	Transfer Prospects and Inquiries	TEXT	Admissions	1-Sep
Prospect	Sept - November	Send after each OH	Open House Invitation	Transfer Prospects and Inquiries - sent to non-registrants	Email	Admissions	1-Sep
Prospect	November - April	45 days	Join us on a Saturday	Transfer Prospects - sent to non-regitrants	Email	Admissions	1-Sep

TRANSFER APPLICANTS							
Application	Immediate		Thank you for your application	Transfer Applicants	Email	Admissions	1-Sep
Application	1		Defy Expectations (for those who didn't receive as prospects)	Transfer Applicants	Email	Admissions	1-Sep
Application	5		Meet your Admissions Counselor - NEED new counselors	Transfer Applicants			1-Sep
Application	7	every 14 days	Check your Application Status	Transfer Applicants	Email	Admissions	1-Sep
Application	10	every 14 days	Your Application is incomplete	Transfer Applicants	Email	Admissions	1-Sep
Application	15		Greetings from Fitchburg State Athletics	Transfer Applicants (interested in Athletics)	Email	Admissions	1-Sep
Application	30		A message from Director of Financial Aid	Transfer Applicants	Email	Director of Financial Aid	1-Sep
Application	Sept - November	after each open house	Come Visit Fitchburg State (Open House Invitation)	Transfer Applicants	Email	Admissions	15-Sep
Application	Nov - May		Awaiting Submission	Transfer Applicants (started ap, but haven't submitted)	Email	Admissions	15-Nov
Application	Nov - Apr		Should you Interview	Transfer Applicants	Email	Admissions	15-Nov
Application	Mar - Aug		Important Information re: Transfer Advising	Transfer Applicants	Email	Admissions	15-Mar

ACCEPTED TRANSFER							
Accept	1		Congratulations	Admitted Transfer	Email	Director of Admissions	15-Dec
Accept	3		Visit Us! (Accepted TR Student Events)	Admitted Transfer	Email		15-Dec
Accept	5		Meet (student in major)	Admitted Transfer	Email	Student	15-Dec
Accept	7		Meet your Financial Aid Counselor	Admitted Transfer	Email	Financial Aid	15-Dec
Accept	12		Message from Director of Housing	Admitted Transfer	Email	Director of Housing	15-Dec

Appendix IV - Communication Plans

Accept	14		Next Steps to become a falcon	Admitted Transfer	Email	Admissions	15-Dec
Accept	15		Welcome From Department Chair	Admitted Transfer	Email	Department Chair	15-Dec
Accept	17		Why you should stay with us	Admitted Transfer	Email	Students in Housing	15-Dec
Accept	25		Welcome to Fitchburg State from SGA Pres	Admitted Transfer	Email	Admissions	NEED
Accept	1-Feb		Save the Date - Future Falcon Day	Admitted Transfer	Email	Admissions	1-Feb
Accept	27-Feb		Register for Future Falcon	Admitted Transfer	Email	Admissions	15-Dec
Accept	60		Dean's Letter (message from the Dean about opportunities, outcomes, and occupations)	Admitted Transfer	Email	Deans	NEED
Accept	March 22 - Sept 3	21 days	You're almost there - Conditional Accept YES	Admitted Transfer	Email	Admissions	22-Mar
Accept	June 15 - July 1		July 1 is coming!	Admitted Transfer	Email	Admissions Counselor	15-Dec
Accept	30-Jun		July 1 is tomorrow!	Admitted Transfer	TEXT	Admissions	June

DEPOSITED TRANSFER							
Deposited	1		Be proud Video	Deposited	Email	Admissions	15-Feb
Deposited	5		What's Next	Deposited Students	Email	Admissions	15-Feb
DEPOSIT PHASE: HOUSING							
Deposited	7		Sign up for housing today!	Deposited Students (residential)	Email	Housing	15-Mar
Deposited			Roommate Linking Instructions	Deposited Students (residential)	Email	Housing	waiting on details
Deposited	May 1 - May 15		Housing Application Due July 15	Deposited Students (residential)	Email	Housing	1-May
Deposited			Early Arrival Program	Deposited Students (residential)	Email	Housing	waiting on details
Deposited			Housing Assignments	Deposited Students (residential)	email	Housing	waiting on details
Deposited	1-Sep		The Great Move In	Deposited Students (residential)	email	Housing	1-Sep
DEPOSIT PHASE: CORI							
Deposited	7		CORI Form waiting on info	Deposited Students (Criminal Justice)	Email	Admissions	waiting on details
Deposited	15		CJ Orientation waiting on dates	Deposited Students (Criminal Justice)	Email	Admissions	waiting on details
DEPOSIT PHASE: HEALTH SERVICES							
Deposited	15		Submit you Health Forms	Deposited Students	Email	Admissions	15-Feb
Deposited	June 1 - July 15		Reminder- Health Forms are Due	Deposited Students	Email	Admissions	1-Jun
DEPOSIT PHASE: STUDENT BILLING							
Deposited	TBD		Student Billing Emails	Deposited Students	Email	Admissions	
DEPOSIT PHASE: ADVISING & REGISTRATION							
Deposited	Mar 15 - Aug 31		Walk-Through Advising Invitation	Deposited Students	Email	Admissions	15-Apr
DEPOSIT PHASE: INFORMATION TECHNOLOGY							
Deposited	July 1 - Sept 1		Student Email Account	Deposited Students	Email	Admissions	1-Jul
Deposited	July 1 - Sept 1		Mobile Alert	Deposited Students	Email	Admissions	1-Jul

Spring Digital Communication Plan							
PHASE	DAY	REPEAT	COMMUNICATION	TARGET	METHOD	"SIGN BY"	Go live date
SPRING RECRUITMENT							
Prospect	1		Intro: Defy Expectations	Prospects and Inquiries	Email	Admissions	1-Sep
Prospect	1		<i>Get to know us. (majors, pics of campus, points of pride, Notable Alumni) - NEEDED</i>	Parents of Freshmen Prospects and Inquiries	Email	Director of Admissions	NEED
Prospect	10		Picture Yourself at Fitchburg State	Prospects and Inquiries	Email	Admissions	1-Sep
Prospect	15		Meet your Admissions Counselor	Prospects and Inquiries	Email	Counselor	1-Sep
Prospect	20		Opportunities are Endless at Fitchburg State	Prospects and Inquiries	Email	Admissions	1-Sep
Prospect	25		Department Tour invitations	Prospects and Inquiries	Email	Admissions	1-Sep
Prospect	20		<i>What sets us apart? (pics of campus, points of pride, Notable Alumni, encourage to apply and follow up with their admissions counselor with questions) - NEEDED</i>	Parents of Freshmen Prospects and Inquiries	Email	Admissions Counselor	NEED
Prospect	30		Student Financial Aid Matters	Prospects and Inquiries	Email	Director of Financial Aid	1-Sep
Prospect	40		Application Deadlines - UPDATE FOR SPRING	Prospects and Inquiries	Email	Admissions	1-Sep
Prospect	Sept - November		Open House Invitation	Prospects and Inquiries	TEXT	Admissions	1-Sep
Prospect	Sept - November	Send after each OH	Open House Invitation	Prospects and Inquiries - sent to non-registrants	Email	Admissions	1-Sep
Prospect	Sept - November	Send after each OH	Open House Invitation	Parents of Freshmen Prospects and Inquiries - sent to non-registrants	Email	Admissions	1-Sep
SPRING APPLICANTS							
Application	Immediate		Thank you for your application	Freshmen / Transfer Applicants	Email	Admissions	1-Sep
Application	1		<i>Your student has submitted an application! (reminder of what to submit and important deadlines - NEEDED</i>	Parents of Freshmen Applicants	Email	Admissions	NEED
Application	1		Defy Expectations (for those who didn't receive as prospects)	Applicants	Email	Admissions	1-Sep
Application	5		<i>Meet your Admissions Counselor - NEED new counselors</i>	Applicants			1-Sep
Application	7	every 14 days	Check your Application Status	Applicants	Email	Admissions	1-Sep
Application	10	every 14 days	Your Application is incomplete	Applicants	Email	Admissions	1-Sep
Application	15		Greetings from Fitchburg State Athletics	Applicants (interested in Athletics)	Email	Admissions	1-Sep
Application	30		A message from Director of Financial Aid	Applicants	Email	Director of Financial Aid	1-Sep
Application	Sept - November	after each open house	Come Visit Fitchburg State (Open House Invitation)	Freshmen Applicants	Email	Admissions	15-Sep
Application	Sept - November	after each open house	Come Visit Fitchburg State (Open House Invitation)	Parents of Freshmen Applicants	Email	Admissions	15-Sep
Application	Sept - December		Awaiting Submission	Applicants (started ap, but haven't submitted)	Email	Admissions	15-Nov
Application	Sept - December		Should you Interview	Transfer Applicants	Email	Admissions	15-Nov
SPRING ACCEPTS							
Accept	1		Congratulations	Admitted	Email	Director of Admissions	15-Dec
Accept	1		Congratulations	Parents of Admitted Freshmen Students	Email	Director of Admissions	15-Dec
Accept	5		Meet (student in major)	Admitted Freshmen	Email	Student	15-Dec
Accept	7		Meet your Financial Aid Counselor	Admitted F / T	Email	Financial Aid	15-Dec
Accept	12		Message from Director of Housing	Admitted F/T	Email	Director of Housing	15-Dec
Accept	14		Next Steps to become a falcon	Admitted F/T - need to create for spring	Email	Admissions	15-Dec
Accept	15		Welcome From Department Chair	Admitted F/T	Email	Department Chair	15-Dec
Accept	25		Why you should live on campus	Admitted Freshmen	Email	Students in Housing	15-Dec
Accept	25		<i>Welcome to Fitchburg State from SGA Pres</i>	<i>Admitted Students</i>	<i>Email</i>	<i>Admissions</i>	NEED
Accept	25		<i>Value and Affordability of a Fitchburg State Education</i>	<i>Parents of Admitted Students</i>	<i>Email</i>	<i>Provost</i>	NEED
Accept	March 22 - Sept 3	21 days	You're almost there - Conditional Accept YES	Admitted F/T	Email	Admissions	22-Mar
Accept	Jan 2 - Jan 17		Deposit Today!	Admitted F/T	Email	Admissions	2-Jan

SPRING DEPOSITS

Deposited	1		Be proud Video	Depoisted	Email	Admissions	15-Feb
Deposited	1		Be proud Video	Parents of Deposited Students	Email	Admissions	15-Feb
Deposited	5		What's Next	Deposited Students	Email	Admissions	15-Feb
DEPOSIT PHASE: HOUSING							
Deposited	7		Sign up for housing today!	Deposited Students (residential)	Email	Housing	15-Mar
DEPOSIT PHASE: HEALTH SERVICES							
Deposited	15		Submit you Health Forms	Deposited Students	Email	Admissions	15-Feb
DEPOSIT PHASE: PLACEMENT TESTING							
Deposited	March 30-June15		Placement Testing Registration	Deposited Students - FR ONLY	Email	Admissions	30-Mar
Deposited	Sent after PT Reg.		Banner ID	Deposited Students	Email	Admissions	30-Mar
Deposited	Prior to Orientation		Placement Test Missing	Deposited Students	Email	Admissions	15-Jun
Deposited	Prior to Orientation		Placement Test Missing	Deposited Students	TEXT	Admissions	15-Jun
DEPOSIT PHASE: ADVISING & ORIENTATION							
Deposited	Dec 1 - Jan 18		Transfer Advising	Deposited TR	Email	Admissions	1-Dec
Deposited	Dec 1 - Jan 18		FR Orientation - need				
DEPOSIT PHASE: INFORMATION TECHNOLOGY							
Deposited	Jan 2 - Jan 17		Student Email Account	Deposited Students	Email	Admissions	1-Jul
Deposited	Jan 2 - Jan 17		Mobile Alert	Deposited Students	Email	Admissions	1-Jul

EVENT COMMUNICATION PLAN

events	email	timing	Signature	Photo	Notes	Status
Accepted Student Visit Template						
	Confirmation Email	Upon Registration	Scott	Scott		
	Cancellation	Upon Cancellation	Gretchen	Gretchen		
	Reminder	36 Hours Prior	Jenna	Jenna		
	Parking	24 Hours Prior	Admissions Office	FSU Banner		
	No-Show	3 Hours After	Scott	FSU Banner		
	Thank You	3 Hours After	Gretchen	FSU Banner	*includes Survey	
Biology Department Campus Tour Template						
	Confirmation Email	Upon Registration	Admissions Office	Biology Picture		
	Cancellation	Upon Cancellation	Admissions Office	Student with Laptop		
	Parking	24 Hours Prior	Admissions Office	FSU Banner		
	No-Show	3 Hours After	Admissions Office	Edgerly Building		
	Thank You	3 Hours After	Admissions Office	Students in Swamp	*includes Survey	
Campus Visit & Tour Template						
	Confirmation Email	Upon Registration	Admissions Office	Students on Bridge		
	Cancellation	Upon Cancellation	Admissions Office	FSU Banner		
	Reminder	38 Hours Prior	Rachel C - Lead TG	Rachel C - Lead TG		
	Parking	24 Hours Prior	Admissions Office	FSU Banner		
	No-Show	3 Hours After	Admissions Office	Edgerly Building		
	Thank You	3 Hours After	Admissions Office	Students playing pool	Put inactive 5/15, activate 8/31	
	Thank you - Summer	3 Hours After	Juan	Juan	Put active 5/15, set fee waiver rule, inactivate 8/31	
Comm Media / Game Design						
	Confirmation Email	Upon Registration	Admissions Office	Art Gallery		
	Cancellation	Upon Cancellation	Admissions Office	Film Students		
	Reminder	38 Hours Prior	Admissions Office	Film Students		inactive
	Parking	24 Hours Prior	Admissions Office	FSU Banner		
	No-Show	3 Hours After	Admissions Office	FSU Banner		
	Thank you	3 Hours After	Admissions Office	Film Studio	Includes Survey	
Counselor Travel						
	Great to Meet you	Upon Registration	Tara	Tara	Inquiry Cards entered by school to each event	
	*add by counselor 6.27.19					
Criminal Justice Tour						
	Confirmation Email	Upon Registration	Admissions Office	Police Students	*includes parking pass & Map	
	Cancellation	Upon Cancellation	Admissions Office	Police Concentration Patch		
	Parking	24 Hours Prior	Admissions Office	FSU Banner		
	No-Show	3 Hours After	Admissions Office	Edgerly Building		
	Thank You	3 Hours After	Admissions Office	Police Sergeant	*includes Survey	
	Reminder	38 Hours Prior	Admissions Office	Police Concentration Patch		inactive
Education Tour						
	Confirmation Email	Upon Registration	Admissions Office	Teacher & Students	*includes parking pass & Map	
	Cancellation	Upon Cancellation	Admissions Office	FSU Banner		
	Parking	24 Hours Prior	Admissions Office	FSU Banner		
	No-Show	3 Hours After	Admissions Office	Edgerly Building		
	Thank You	3 Hours After	Admissions Office	Student	*includes Survey	
	Reminder	38 Hours Prior	Admissions Office	FSU Banner		inactive
Open House						
	Confirmation Email	Upon Registration	Tara	Students playing pool		
	See you Saturday	36 Hours Prior	Alex	FSU Banner	*includes agenda	
	Social Media	15 Hours Prior	Alex	Alex Template	*update snapchat and links	
	Thank You	5 Hours After	Dan	FSU Banner	*includes Evaluation	
	We Missed You	5 Hours After	Admissions Office	FSU Banner		
Future Falcon Day Template						

Appendix IV - Communication Plans

	Deposits Accepted	120 Hours Prior	Tara	FSU Banner	*note: each FFD check-in has it's own event, these mailings are for everyone	
	Thank You	5 Hours After	Jinawa	FSU Banner	*includes Survey	
	We Missed You	5 Hours After	Jinawa	FSU Banner		
Group Visits						
	Confirmation Email	3 Hours After	Admissions Office	Students playing pool		
	Thank you for Registering	Upon Registration	Admissions Office	Students walking hall		inactive
	Group Leader Evaluation	24 Hours After	Juan	FSU Banner	*need to update font, field, banner	inactive
Nursing Department Tour						
	Confirmation Email	Upon Registration	Admissions Office	Nursing Students at table	*includes parking pass & Map	
	Cancellation	Upon Cancellation	Admissions Office	FSU Banner		
	Parking	24 Hours Prior	Admissions Office	FSU Banner	*includes parking pass & Map	
	No-Show	3 Hours After	Admissions Office	FSU Banner		
	Thank You	3 Hours After	Nursing Faculty	Nursing Faculty and Student	*includes Survey	
	Reminder	24 hours Prior	Admissions Office	FSU Banner		inactive
Placement Testing						
	Confirmation Email	Upon Registration	Gretchen	FSU Banner		
	Reminder	24 Hours Prior	Tara	FSU Banner		
	No-Show	1 Hour After	Scott	FSU Banner		
Saturday Info Session						
	Confirmation Email	Upon Registration	Gretchen	Teacher & Students		
	See you Saturday	36 Hours Prior	Admissions Office	FSU Banner	*includes agenda	
	We Missed You	3 Hours After	Admissions Office	Percival Picture		
	Thank You	5 Hours After	Admissions Office	FSU Banner	*includes Survey	
Shadow: Comm Media						
	Confirmation Email	Upon Registration	Alex	FSU Banner		
	Reminder	36 Hours Prior	Alex	FSU Banner		
	Parking	24 Hours Prior	Admissions Office	FSU Banner	*includes parking pass & Map	
	No-Show	4 hours After	Admissions Office	FSU Banner		
	Thank You	4 hours After	Cassidy (student)	FSU Banner	*includes Survey	
Shadow: Criminal Justice						
	Confirmation Email	Upon Registration	Gretchen	FSU Banner		
	Reminder	36 Hours Prior	Gretchen	FSU Banner		
	Parking	24 Hours Prior	Admissions Office	FSU Banner	*includes parking pass & Map	
	No-Show	4 hours After	Admissions Office	FSU Banner		
	Thank You	4 hours After	Cassidy (student)	FSU Banner	*includes Survey	
Shadow: Education						
	Confirmation Email	Upon Registration	Viviana	FSU Banner		
	Reminder	36 Hours Prior	Viviana	FSU Banner		
	Parking	24 Hours Prior	Admissions Office	FSU Banner	*includes parking pass & Map	
	No-Show	4 hours After	Admissions Office	FSU Banner		
	Thank You	4 hours After	Cassidy (student)	FSU Banner		
Shadow: Nursing						
	Confirmation Email	Upon Registration	Gretchen	FSU Banner		
	Reminder	36 Hours Prior	Gretchen	FSU Banner		
	Parking	24 Hours Prior	Admissions Office	FSU Banner	*includes parking pass & Map	
	No-Show	4 hours After	Admissions Office	FSU Banner		
	Thank You	4 hours After	Cassidy (student)	FSU Banner		
Shadow: Political Science						
	Confirmation Email	Upon Registration	Gretchen	Gretchen		
	Reminder	36 Hours Prior	None	FSU Banner	* No Signature	
	Parking	24 Hours Prior	Admissions Office	FSU Banner	* Includes parking pass	
	Thank You	4 hours After	None	FSU Banner	* Includes shadow visit evaluation	
	No-Show	4 hours After	Admissions Office	FSU Banner	* Links to visit portal	
Saturday Information Session						
	Confirmation Email	Upon Registration	Gretchen	Gretchen & Education Student Photo		
	Reminder	36 Hours Prior	Admissions Office	FSU Banner	* Directs guest to hammond and links to the dirtctions page on our website	
	No-Show	3 Hours After	Admissions Office	Percival Picture	* Links to visit portal	

Appendix IV - Communication Plans

	Thank You	5 Hours After	Admissions Office	FSU Banner	* Links to visit survey	
Summer Orientation						
	Confirmation Email	Upon Registration	Admissions Office	Admission Banner	*Link to parking. Link to register for placement testing	
	Parking List	72 hours Prior	None	Admission Banner	*No Signature	
	Reminder	24 Hours Prior	Admissions Office	Admission Banner	*links to edit registration	
	No-Show	5 Hours After	Admissions Office	FSU Banner	*link to register for other orientation dates	
	Thank You	24 hours Prior	Admissions Office	FSU Banner	*Links to orientation Survey	
Tour Guide Events						
	Confirmation Email	Upon Registration	Scott	FSU Banner	* Links to TG Portal & edit registration	
	Waitlist - Confirmation	Upon Registration	Scott	FSU Banner	* Links to TG Portal & edit registration	
	Waitlist - Move to Registered	Upon move from waitlist to registered	Scott	FSU Banner	* Links to TG Portal & edit registration	
	Cancellation	Upon cancellation	Scott	FSU Banner	* Links to Meg personal cell phone number	
	Event Reminder - Event	24 hours Prior	Scott	FSU Banner	* Links to TG Portal & edit registration	
	Event Reminder - Text	2 hour prior	None	None		
Transfer Events						
	Confirmation Email	Upon Registration	Dan	Dan		
	Reminder	48 Hours Prior	Dan	Dan		
	Thank You	5 Hours After	Dan	Dan	* Has transfer links & survey	
	No-Show	5 Hours After	Admissions Office	Egerly Hall Photo	* Links to visit portal	
Webinar						
	Confirmation Email	Upon Registration	None	FSU Banner	* links to Access Webinar	
	Reminder	24 hours Prior	None	FSU Banner	* links to Access Webinar	
	Reminder	1 hour Prior	None	FSU Banner	* links to Access Webinar	
Weekly Visits (Transfer Tuesday)						
	Confirmation Email	Upon Registration	Dan	Dan		
Same as Transfer Events	Reminder	48 Hours Prior	Dan	Dan		
	Thank You	5 Hours After	Dan	Dan	* Has transfer links & survey	
	No-Show	5 Hours After	Admissions Office	Egerly Hall Photo	* Links to visit portal	
Winter Open House						
	Confirmation Email	Upon Registration	Admissions Office	Students on Bridge Photo		
	Reminder	36 Hours Prior	None	None	* Inactive, nothing in email	
Winter Orientation						
	Confirmation Email	Upon Registration	Admissions Office	FSU Banner	* link to parking / directions	
	Reminder	24 hours Prior	Admissions Office	FSU Banner		
	Reminder	2 hours prior	None	FSU Banner		