Goal 1 – Strengthen Academic Programs

Objective 1- Review, confirm, communicate and carry out the role of GCE related to assessment, enrollment planning, operations and services.

1. Clarify and confirm the role of GCE as it relates to service and operations through an assessment of current tasks, discussions with other department leaders and an analysis of student, division and faculty needs.
2. Document the activities GCE conducts related to the assessment of graduate programs, report on these activities and share information with deans, graduate chairs and the University community. Utilize findings to assist with determining strategic priorities.
3. Work with admissions, institutional research, business and finance, academic divisions and others to clarify GCE's role related to enrollment and develop and implement an annual enrollment plan for GCE.

2017-2018 Accomplishments

A. Staff Job Descriptions - Amber Deschenes and Marylyn Gainan's job descriptions were updated to reflect changes in her role over this last year.

B. Assigning Program Liaison roles - Amber Deschenes and Marylyn Gainan's positions have been updated to include the role of program liaison for graduate and degree completion GCE programs. Amber and Marylyn have each been assigned specific programs in which they will serve as the lead liaison. This roll will involve serving as the point of contact for the GCE program chair if there are events in which they would like to promote their program, or if they would like a GCE representative to attend a faculty meeting to discuss program changes, enrollment or recruitment activities. Amber or Marylyn will serve as a coordinator between admissions, marketing and the academic department to facilitate recruitment planning efforts and coordinate the assessment of recruitment activities each year.

C. Defining Who is Responsible for Recruitment for GCE - On-going meetings have taken place with marketing and admissions to talk about our roles in the recruitment and outreach process for GCE so we better understand how our divisions will work together and what activities each of us will be responsible for.

> GCE – Responsible for coordinating the strategic plan and assessment of recruitment activities, attending recruitment related events and coordinating attendance, managing front line support for all GCE general academic/advising related questions, organizing GCE sponsored events for prospective students (webinars/info sessions etc.), tracking and reporting on the success of these activities annually.
> Admissions – Responsible for coordinating all Slate Communications to Apps and IQs, Processing Incoming Applications, Notifying GCE and Marketing of patterns/questions, provide data regarding applications/IQ's/ Front Line Support for GCE Prospective Students who inquire about admissions related process questions.
> Marketing – Responsible for promoting GCE programs and coordinate promotional activities/resource allocation based on agreed upon enrollment goals. Also, responsible for assisting in the creation of promotional materials (flyers, give away items, banners etc.) and promoting activities related to prospective students (info sessions/webinars) and tracking and reporting on the success of these activities annually.

Objective 2 – Identify and operationalize opportunities to expand or build on additional student pathways to existing programs.
1. Develop a group of 4+1 program options to expand pathways to graduate education using current programming to include at least two new 4+1 programs by Fall 2019. One program will include a pathway into the MBA program.
2. Explore options for early acceptance into graduate programs to better promote graduate options for current undergraduate students in collaboration with related departments such as admissions, registrar's office etc.
3. Improve process for non-degree seeking student registration and encourage program enrollment for this population in addition to encouraging additional enrollments for individuals truly seeking a non-degee seeking option.
4. Develop and maintain a process that will provide market research information upon request by academic departments when needed related to GCE programming.
5. Develop and distribute with the University Community an annual market research report that provides a summary of market changes across disciplines
6. Assist academic divisions with building or strengthening advisory boards by connecting them with industry professionals or providing resources that might assist them in making the connections or maintaining these connections.
7. Develop and maintain an incentive structure to financially support the development of market focused programming including but not limited to programs that provide alternative delivery models (online, hybrid, competency based, accelerated, weekend etc.)

2017-2018 Accomplishments
A. Secured a membership with the Education Advisory Board's Continuing Education Forum – to assist with market research. We have collected a list of the priority programs/research reports and are starting with the Professional Science Masters degree.
B. Will implement Quick Start by fall 2018 to assist with making the registration process for non-degree seeking students easier by allowing students to register electronically without submitting a paper form or calling the registrar's office. Also updated the non-degree seeking student policy for both undergraduate and graduate students to further encourage student seeking a degree to complete the admissions process as soon as possible.

Objective 3-Develop and maintain resources for GCE chairs and faculty related to processes/policies and student resources.
1. Revise current materials to clarify the role for GCE program chairs and post these materials centrally on the GCE website for public access.
2. Maintain an annual introduction workshop for GCE program chairs.
3. Review and update enhance existing resources related to policy and process.
4. Gather feedback from GCE chairs to determine what areas they would like more clarification on, what processes they feel need updating or additional information on.
5. Develop and implement an online teaching certificate program that will be made available to all faculty prior to teaching an online course or to refresh faculty who are already teaching online courses.

2017-2018 Accomplishments
    A. Plans are underway to gather feedback from the GCE chairs regarding what policies and processes they believe need updating prior to September 2018.
    C. Work will take place within the Digital Learning division during the summer of 2018 to begin planning for an online teaching certificate program with a projected launch date of Summer or Fall 2019.
    D. A review of policies and processes for GCE chairs will be completed by the fall of 2018. A list of identified changes/updates will be compared to the feedback from the program chairs and a list of prioritized updates/tasks will be completed and implemented prior to spring 2019.

Objective 4-Define and implement processes to support transfer/degree completion programs.
1. Process map, review and discuss process steps with admissions, GCE staff and the registrar's office to identify process challenges.
2. Work with all related service offices to develop a plan to address the challenges identified through process mapping and implement the plan.
3. Confirm roles related to the recruitment of degree completion programs and align staff resources to assist in managing/working this function.
4. Revise and expand credit for prior learning through portfolio assessment options by revising the current LECAP process in collaboration with related academic departments.
5. Develop and implement partnership programs with area community colleges specific to degree completion programs.

2017-2018 Accomplishments
    A. GCE led the development and implementation of the University's first Guaranteed Admission agreement with MWCC for the RN-BS in nursing program. This laid the foundation for building additional agreements for other programs with MWCC and other community colleges.
    B. GCE has confirmed the role of recruitment for degree completion programs and has aligned staff to support this function. A new staff position has been requested to better support this specific objective.

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Goal 2 –Promote Student Success

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Objective 1-Implement a bi-annual assessment of student and academic services to create a continuous improvement model of service.
1. Facilitate a bi-annual student satisfaction survey, evaluate findings, communicate findings to the University community and use these findings to support decisions related to service and policy updates.
2. Develop and work with a staff or University committee to assist with evaluating findings and making recommendations for policy and service changes.

2017-2018 Accomplishments
    A. GCE administered a student satisfaction survey and has begun to evaluate the findings in collaboration with Institutional Research. GCE is planning to share the findings at a

community open forum in the fall which will be recorded. Feedback will be requested on the findings and an action list of items will be developed based on the findings and feedback to implement between 2018-2019. The assessment will be conducted again in the early spring of 2020 to see if any of the implemented changes have made a difference.

Objective 2-Define, track, analyze student success goals by program in collaboration with the academic chairs/deans.
1. Work with academic departments and Academic Affairs to create a shared definition of student success for GCE programs that can be measured and assessed.
2. Work with Institutional Research to identify current retention rates by program and share this information with academic departments.
3. Share current retention findings with the GCE academic departments and discuss goals and strategies to improve retention where needed.

2017-2018 Accomplishments
A. Initial conversations have taken place with GCE chairs to discuss shared definitions of success for enrollment and for programs. More detailed conversations will take place in fall 2018 with the GCE chair meetings to set enrollment goals.
B. Initial conversations have taken place with Institutional Research to talk about the need for retention information for GCE programs. GCE will work with Institutional Research to gather information to share with the GCE chairs and deans during the fall 2018 meetings.

Objective 3-Implement retention strategies to assist with goals including pro-active advising.
1. Refine and facilitate a communication plan for check-in with all active and non-active students.
2. Assess, update and implement the current processes for following-up with inactive students.
3. Review, update and maintain resources related to orientation for new students on the GCE website.
4. Implement and maintain activities related to reaching out to students who may be dismissed for below minimum GPA and develop a point of contact and process for faculty who identify inactive students or students who may need assistance in their class.
5. Review, assess and update as needed policies and processes related to academic progress.

2017-2018 Accomplishments
A. We have completed a review of the GCE online orientation and revisions are underway. GCE has also participated in University wide new student orientation discussion to look at sharing best practices and resources when possible with the day school in relation to student orientation.
B. GCE has worked on improving the communication that goes out to inactive students in terms of the content and the timing of the communication. This involves direct outreach to students who have fallen inactive after one term.

C. GCE has also added a communication to GCE instructors letting them know to forward the GCE retention coordinator the names of students who have fallen inactive in their classes to create a pro-active outreach process.

Objective 4-Work with career services and alumni for career connections and tracking.
1. Work with career services and find ways to integrate and promote career services into GCE outreach activities and student success initiatives.
2. Work with alumni to locate information regarding GCE graduates and also information related to alumni who return for multiple degrees.
3. Work with alumni and institutional research to identify surveys/data gathering methods for gaining information from alumni that may assist with service/program updates and finding need for non-credit or other types of programming.

2017-2018 Accomplishments
A. We have started the discussion with career services and worked together on planning the annual graduate fair. We have plans for further meetings beginning summer 2018 to discuss GCE services/resources.

Goal 3 - Contribute to a Global and Civic Awareness

Objective 1-Work with International services to build more pathways for international students and create specific enrollment goals.
1. Create and maintain an international graduate admissions meeting with departments involved in the process and define roles of each office/related individuals
2. Identify and implement at least two new recruiting initiatives aimed at attracting more international students.
3. Create and share specific enrollment goals related to graduate international students.
4. Create and maintain a working plan for increasing enrollment of international graduate students and improving services.

2017-2018 Accomplishments
A. A graduate international admissions/recruitment meeting has been convened and we have representation from admissions, international studies and marketing. We have started work on a project that will connect with international alums to build on those connections and create an outreach plan.
B. The group has started working on a plan and enrollment goal as they relate to the MBA and the MS in Computer Science programs.

Objective 2-Create greater awareness of ALFA, Graduate, CE and Degree Completion programs.
1. Explore opportunities to build additional community partnerships and programming through on our ALFA programming including aging services/gerontology programming.
2. Offer a graduate fair each year to increase on-campus visibility of graduate education.
3. Explore partnerships with local employers for recruitment purposes of graduate and degree completion programs.
4. Extend outreach to community colleges regarding degree completion programs.

    A. The first graduate fair was offered in February 2018 with approximately 12 Universities and over 100 students. We will make some updates based on feedback from the event and will over gain in 2019.

Objective 3-Coordinate and expand community partnerships related to GCE programming (Credit and Non-Credit).

1. Develop of list of local employers and schedule meetings with the top 10 employers in the region to explore educational needs.
2. Review non-credit programming at local community colleges to identify gaps between needs and current options.
3. Identify at least two new events/associations for participation in local employer/regional activities.
4. Propose a new position to support non-credit programming and the new entrepreneurial center downtown. This position will be responsible for community development and to identify and implement non-education non-credit continuing education programming.

2017-2018 Accomplishments

    A. The GCE team is preparing the list of scheduled meetings and will have a calendar of scheduled outreach events for fall 2018- spring 2019 completed by July 2018. Work has to gather employer names and other partner organizations took place in the spring of 2018.

Objective 4-Define, implement and assess community outreach roles.
1. Define the role of GCE in community outreach.
2. Actively implement the role of GCE in community outreach in collaboration with the academic departments, admissions and alumni.
3. Share the role and the work of GCE community outreach with related departments.

2017-2018 Accomplishments

    A. GCE defined roles related to outreach and recruitment activities focused on undergraduate degree completion, online program and graduate recruitment.
    B. GCE worked with the academic divisions, marketing and admissions to develop and implement outreach and recruitment plans for each program.
    C. The division has reached out to and is working with admissions, alumni and marketing to plan and attend community outreach events.

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Goal 4- Grow and Strategically Align Resources

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Objective 1-Create a process for conducting on-going market research and build program development resources/processes to support efforts.
1. Join EAB and begin collecting market research on individual programs as well as exploring subjects/potential programs.
2. Identify market research needs of academic departments by meeting with program chairs, gathering feedback on market research templates.

3. Develop a process for sharing on-going research with the academic divisions and the University leadership team on new program ideas.

2017-2018 Accomplishments
  A. EAB membership has been completed and we have completed the initial orientation meeting with the team.
  B. Market research needs have been discussed with department chairs and deans at the enrollment planning meetings and will continue.

Objective 2-Increase professional development/Non-Credit Option in fields outside of education to align with community need.
  1. Identify at least two new non-credit program opportunities outside the field of education.
  2. Identify ways in which non-credit programming awarded through Fitchburg can be converted to credit for specific programs.
  3. Explore online training and professional development options for local realtors and law enforcement professionals.

2017-2018 Accomplishments
  A. Discussions have begun with the Business division to explore Lean Management Training, Six Sigma and non-credit leadership programs.
  B. An initial discussion has started with the Grants office to explore a workforce training grant option in collaboration with Nypro.

Objective 3- Streamline processes/policies related to GCE marketing, recruitment, admissions, service, community outreach and enrollment planning.
  1. Review and update process and policies related to recruitment.
  2. Develop on-going communication channels through regular meetings or reports with admissions and marketing.
  3. Review and update as needed all websites and promotional materials to include non-credit and credit based programming options for graduate/adult students. These programs will remain cross-promoted moving forward.
  4. Include all related parties (academic and service departments) in enrollment planning.
  5. Build and launch CMLP Marketplace Store for Non-Credit programming/ALFA Courses
  6. Develop enrollment goals and outreach plans for each GCE program in collaboration with marketing and the academic divisions.

2017-2018 Accomplishments
  A. GCE recruitment processed have been reviewed, updated and realigned.
  B. Bi-Weekly meetings have been established with admissions and monthly meetings take place with Marketing.
  C. All program chairs and advisors have participated in enrollment planning meetings which will continue annually.
  D. The CMLP Marketplace Store has been launched to support ALFA courses.
  E. Enrollment goals have been set.

Objective 4-Implement and clarify the role of the Digital Learning department.
1. Complete the hiring process of the Director of Digital Learning
2. Develop and implement a strategic plan for digital learning on campus
3. Process map, identify gaps and update processes related to online course and program development.
4. Coordinate an on-going meeting with disability services and student affairs to discuss and address service needs for online students and campus based students using online technology or online course platforms to meet course requirements.
5. A training program is developed to support faculty who teach or would like to teach online courses.

2017-2018 Accomplishments
A. Digital Learning Director position has been filled.
B. A strategic planning process for this department is underway.
C. A review of processes related to new course development has begun.
D. Work is underway to create a faculty training program.
E. On-going meetings have been established with disability services and student affairs.