



Office of Admissions

Division of Academic Affairs

Recruitment Plan Fall 2019

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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

Strengths

Institutional Strengths: (from strategic plan)

- Institutional focus on strengthening academic programs
- Institutional focus on promoting student success by breaking down barriers to degree completion
- Desire to enhance our competitive position within the region and the state.
- Dedicated Faculty
- State-of-the art facilities
- Appealing residence halls and apartments
- Smaller Class Sizes
- Public school affordability

Recruitment Strengths:

- Growing support from the campus community to participate in recruitment
- Good customer service philosophy
- Slate CRM- Communication Plan and Application Management
- Clearly identified primary markets
- Structured Tour Guide Program
- Multiple Campus Visitation Options
- Yield/Search Campaign
- Niche Programs- Game Design, Police 4+1, and Nursing

Weaknesses

- Less name recognition outside of primary and secondary markets; as well as outside of home state
- Limited scholarship funds
- Inconsistent out-of-state recruitment
- No Alumni recruitment; especially educators in Massachusetts
- Institution seen as a "back up school"

Opportunities

- Establishment a Recruitment Strategy and Enrollment Projections
- Collaboration with Faculty in Recruitment

- Exploration of new target markets
- Expansion of the capacity of our Niche programs
- Expansion of our Summer Bridge Program
- Our differences from the other State Universities

Threats

- Our similarities to the other State Universities
- Geographic location

Freshmen Recruitment Travel: Previous year observations

	Boston & Cambridge (MA 06) & Milton, Lexington, Waltham (MA 10)	Fitchburg & N. Worcester Co (MA 03) & Worcester (MA 11)	Cape Cod & Islands (MA 05), Quincy & Plymouth Co (MA 07), & Norfolk & Bristol (MA 09)	Essex Co (MA 04) & Lowell, Concord, Wellesley (MA 08)	Other States
Are there trends or patterns in the data?	MA 06; inconsistent in apps, accepts and deposits. Up 2014 to 2015, down 2015 to 2016. MA 10; slow increase in app, accepts, deposits, yet decline in all in 2018.	Significant increase in applicants 2016-2017 for both MA 03 and MA 11	There is a significant trend of up and downs within territories.	Numbers are steady but a slight decrease in applications in Fall 2018	NH, CT, and VT; Generally in consistent numbers, decrease in applications for Fall 2018
Think back to what may have caused these trends. What was successful in those years?	<ul style="list-style-type: none"> - Prior to fall 2017 multiple people covered this area. - Beginning Fall 2017 Diversity Counselor was hired. Travel Schedule was very aggressive. - Fall 2018 travel schedule was less 	<ul style="list-style-type: none"> - From 2013-2016 three counselors managed this territory, the changes caused ups and downs in the relationships with local high schools. - Beginning 2016 the territory was 	<ul style="list-style-type: none"> - Inconsistent representation , this territory has been managed by multiple counselors/road runners for several years. 	<ul style="list-style-type: none"> - These territories have been consistent - Need more classroom visits. - There are quite a few Vocational schools within this area. - Areas further north that are still unfamiliar with the 	<ul style="list-style-type: none"> - The recruitment plan changed each year; some years out-of-state was a focus others it was not. Recruitment for Fall 2018 the focus was on MA travel.

	aggressive and more manageable. - Observations; MA 6 more affluent population with more colleges choice. MA 10 many of these students need funds to help close the GAP of cost and Aid offering.	reassigned with a focus on mending strained relationships with HS counselors. - MA 11; Is similar in that three counselors managed this area since 2013.		Fitchburg city and university.	
What will need to do moving forward? What we need to improve?	- Have two counselors focusing on Boston and surrounding territories. - Find funds to scholarships for students from MA 10.	- Develop more pathway programs for local high schools. - Provide specific events for feeder schools on campus.	- Re-establish relationships with Hs in this area.	- I would suggest that we increase our visual marketing efforts. It would also be nice if we could work in connection with the city to increase awareness that Fitchburg the city is a great place to be.	- Split these territories to have counselors focus on each area - Re-establish relationships with HS. - Purchase leads in these areas.

Admissions & Recruitment Goals

Recruitment Goals

Admissions Operations Goals

Goals

Goal 1: Meet our new student enrollment goals:

- 1a. Freshman Enrollment Goal- **Add Projection**
- 1b. Honors Enrollment Goal – 50 FT
- 1c. Transfer Enrollment Goal - **Add Projection**
- 1d. Local Enrollment Goal – Increase by 4% of 5-year average (250)
- 1e. Support Enrollment of our niche, popular, and under-enrolled programs
- 1f. Increase Enrollment of Minority Students

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

- 2a. Improve the Slate to Banner data transfer
- 2b. Review of Business processes

The Recruitment Plan

Recruitment Goal Action Plan

Other Recruitment

Other Initiatives

Recruitment Territory Assignments

Recruitment Plan

Goal Action Plan

Goal 1: Meet the new student enrollment goals:

1a. Freshman Enrollment Goal- Add Projection

1. Purchase leads in primary (MA03, MA11) , secondary (MA 1, 2, and 4-10; CT; RI; VT), and tertiary markets (NY)
2. Focus Recruitment travel on primary (MA03, MA11) and secondary (MA 1, 2, and 4-10; CT; RI; VT) markets
3. Limited but strategic travel to tertiary market (NY)
4. Targeted communication plan for specific constituents of the Admissions process (inquiries, applicants, admits, deposits, Parents, High School Counselors)
5. Invite students to our multiple Campus Visitation Opportunities

1b. Honors Enrollment Goal – 50 FT

1. Purchase leads in primary (MA03, MA11) , secondary (MA 1, 2, and 4-10; CT; RI; VT), and tertiary markets (NY) with 3.0 minimum GPA
2. Host celebratory Honors event at Fitchburg High and other local schools.
3. Continue Honors Breakfast as Future Falcon
4. Better communication with Honors students throughout the admissions process; work with Catherine Buell to create a honors Comm plan
5. Work with Housing to have pictures of Honors housing shared with honors students (they don't see Honors housing at Open House)
6. Work with Catherine to recruit more minority students into the Honors Program

1c. Transfer Enrollment Goal – Add Projection

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 CCs.

1d. Local Enrollment Goal – Increase by 4% of 5-year average (240.6 to 250)

1. Purchase “prime” leads in primary market (MA03, MA11) through Hobsons Search Match
2. 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
3. Host celebratory Honors event at Fitchburg High and other local schools.

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. Increase Enrollment of Minority Students

1. Build name recognition and relationships with Minority Serving Community Based Organizations in Mass.
2. Refocus Recruitment Travel to MA 10 and MA 6.
3. Admissions Counselors attend diversity training
4. Director will work with diversity counselor to attend events new geo markets (NY)

Other Recruitment- Action Plans

Athletics:

- Currently working with new AD to help him understand the enrollment at Fitchburg State University.
- Attending Coaches meeting on 8/10 to discuss Admissions
- Recommendation to have a full-time Admissions/Athletics recruiter – will be the bridge between both departments & will train new hires within the Athletic dept. on how to recruit students
- With the purchase of Front Rush Bridge, Slate & Athletics Front Rush would be able to communicate and would better assist the coaches and admissions with top

Summer Bridge:

- 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 SB office to assess challenges from 2018; out of pockets costs
- Consider more residential spots are needed

International:

- Working with OIE on the possibility of working with agents to recruit international students
- Revising the international admissions process to make it more student friendly
- Because the majority of our international student are graduate, work with GCE and OIE on international graduate recruitment strategies

Other Initiatives- Action Plans

Dual Enrollment:

- We need to address the following observations;
 - o More interest from student not planning to enroll in Fitchburg State after participating in DE
 - o The process of enrolling in a class as a DE student does not make full time enrollment attractive.
 - o Participants of this program commonly have concerns/issues regarding course work, matters involving professors, concerns about grades and/or status in a course, and add/drop.
 - o This program needs a coordinator outside of the Office of Admissions that could mitigate these concerns.
- Would like to develop a more prescribed menu of course offerings; with dedicated course for these students. (this may require conversation about changes to the fee structure).

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

Fall 2019 Recruitment Travel Territory Assignment:

Gretchen Mayhew: 4, 8 & 5 NH, ME

Vacant: 1 & 2 Northern CT, VT

Katherine Henry-Schill (Roadrunner): 7 & 9, Southern CT

Alexandra Cardinale: 3 & 11

Vivian Suavita: 6 & 10 & RI

Admissions Operations Plan

Operations Goals Action Plan

Additional Resources

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. Identify optimal resolution
2. Work with Executive Cabinet to secure resources for resolution
3. Updating SZUSRT2 to include all testing (SAT, ACT, MTEL) as well as employer information (in process)
4. Creating a Finance Script (in process)

2b. Review of Business processes

2c. Enhance Communications

1. Update communication plans to include:
 - International
 - Transfer
 - Graduate
 - Parents
2. Update Application to be more user friendly – building 4 separate applications
 - Undergraduate Day
 - Undergraduate Continuing Education
 - Graduate
 - 100% Online
3. Updated Portals / Status Page
 - Create Graduate Student Portal
 - Update UG Status Page
 - Create Parent Portal

Additional Resources Needed

- IT Support – Having someone with the knowledge of SQL and script writing along with Banner knowledge. This person would be able to assist with the Slate to Banner Integration, working with consultants on script writing, updating data in Banner (ex: adding high schools, creating fields that may be missing) – could also serve as a back-up for all Slate processes (data loads, SAT loads, prospect loads, daily updates from Banner to Slate processes)

Enrollment Projections

Freshmen Projection Scenarios

Transfer Projection

Enrollment Projections- Freshman

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

Year	Graduates (K)	Rate of Change	Applications	Avg Accept Rate	Admits	Avg Admit to Enroll Rate	Enrolled
17	536		4523	60.0%	2911	25.8%	750
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

*Actuals for Fall 2017

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	Graduates (K)	Rate of Change	Applications	Avg Accept Rate	Admits	Avg Admit to Enroll Rate	Enrolled
17	536		4523	60.0%	2911	25.8%	750
18	539	100.6%	4076	60.0%	2486	28.8%	716
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

*Actuals for Fall 2017

**Actuals for Fall 2018
as of 8/27/18

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

Year	Graduates (K)	Rate of Change	Applications	Avg Accept Rate	Admits	Avg Admit to Enroll Rate	Enrolled
17	536		4523	60.0%	2911	25.8%	750
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

*Actuals for Fall 2017

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	Graduates (K)	Rate of Change	Applications	Avg Accept Rate	Admits	Avg Admit to Enroll Rate	Enrolled
17	536		4523	60.0%	2911	25.8%	750
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

*Actuals for Fall 2017

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	Accept to Enroll Rate	Enrolled
17	870	59.8%	520	61.3%	319
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

**Actuals for Fall 2017*

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	Accept to Enroll Rate	Enrolled
17	870	59.8%	520	61.3%	319
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

**Actuals for Fall 2017*

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

Year	Applications	Accept Rate	Admits	Accept to Enroll Rate	Enrolled
17	870	59.80%	520	61.3%	319
18	875	60.0%	525	54.0%	284
19	875	60.0%	525	55.0%	289
20	935	62.6%	585	58.0%	339
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

**Actuals for Fall 2017*

**first RN-BSN cohort*

Appendix 1- 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	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 technicians,	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	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.

	are found at a variety of different sites. For example, you could work in a hospital, office, clinic, or nursing home.. 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.	and camera operators. 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.		professor for undergraduate or graduate students. 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.	prevent diseases, or help engineers do research and read blueprints.	commit crimes. For example, you might monitor activities within a prison, advise clients of their legal rights, or research legal procedures to support court cases.	
	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 	<ul style="list-style-type: none"> ✓ Audio/Video Technology & Film ✓ Journalism & Broadcasting ✓ Telecommunications ✓ Printing Technology ✓ Performing Arts ✓ Visual Arts 	<ul style="list-style-type: none"> ✓ Business Information Management ✓ General Management ✓ Human Resources Management ✓ Accounting ✓ Banking Services 	<ul style="list-style-type: none"> ✓ Community Planning ✓ Foreign Service ✓ Governance ✓ National Security ✓ Public Management & Administration ✓ Regulation ✓ Revenue & Taxation ✓ Consumer Services ✓ Counseling & Mental 	<ul style="list-style-type: none"> ✓ Laboratory Scientist ✓ Biotechnology Technology & Research ✓ Consumer Services ✓ Cyber Security ✓ Diagnostic Services ✓ Natural Resource Systems ✓ Power, Structural & 	<ul style="list-style-type: none"> ✓ Arbitrators, Mediators, and Conciliators ✓ Correctional Officers and Jailers ✓ Criminal Justice researchers ✓ Detectives and Criminal 	<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.

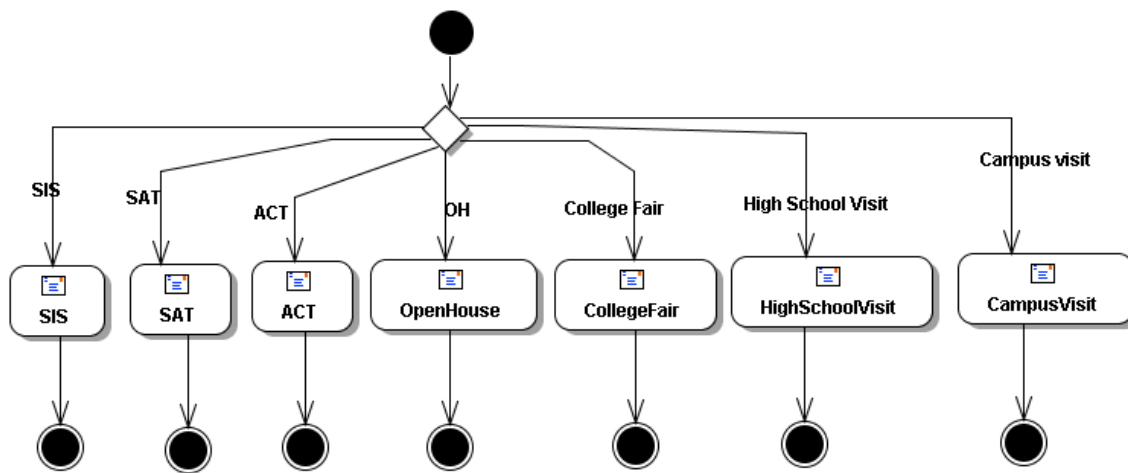
<ul style="list-style-type: none"> ✓ Physiologists ✓ Medical Assistants ✓ Medical Laboratory Technicians ✓ Medical Records and Health Information Technicians ✓ Medical Scientists ✓ Medical and Health Services Managers ✓ Occupational Therapists ✓ Pharmacy Technicians ✓ Physical Therapists ✓ Physician ✓ 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"> ✓ Recreation, Amusements & 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"> ✓ Business Finance ✓ 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"> ✓ Health Services ✓ Early Childhood 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"> ✓ Technical Systems Regulation ✓ 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"> ✓ Investigators ✓ Forensic Science 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 	<ul style="list-style-type: none"> ✓ Marketing/Advertising /Public Relations: Marketing, advertising, and PR are different fields, and there are a number of job possibilities within them. ✓ 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,
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							editor is probably the first role that comes 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 Programing ✓ 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 2- Communication Plans

Undergraduate Admissions communication for Inquiry

- Counselors recruit from September – November
- The office will receive inquiries from the following sources (including our Request for Info on the website)



Communication Plan

Inquiry:

Intro: Defy Expectations – 0 wait days

Picture yourself at Fitchburg State University – 10 wait days

Meet your Admissions Counselor – 15 wait days

Opportunities are Endless at Fitchburg State University – 20 wait days

Application deadlines (prior to Jan 1) – 40 wait days

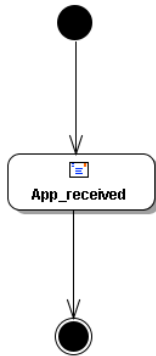
File your FASFA today – 50 wait days

Postal Mailing

Search Piece

View Book

Admissions applicants – application received



Applicant:

Thank you for your application – immediate after submission

Check your application status at Fitchburg State – 5 wait days (then every 14 days)

Your application is incomplete – 10 wait days (then every 14 days after first mailing)

Meet your Admissions Counselor – only sent to applicants who were **not** inquiry – 15 wait days

File your FASFA today – only sent to applicants who were **not** inquiry – 15 wait days

Schedule an Interview – Friday's

One off emails:

Greetings from Fitchburg State Athletics – only sent to applicants interested in Athletics - Thursdays

Missing 1st Quarter Grades – only sent to applicants missing HST w/out 1st Q Grades – Wednesdays

Accept

Congratulations Email

Meet Student Emails – 5 days after accept for each major individualized

Join the conversation – (Facebook Group Invite) – 15 wait days

Department Tour – 22 wait days (CRJU, NURP, COMM/GAME, EDUC)

Campus Visit Options – 22 wait days

Shadow Program – Criminal Justice – 28 wait days

Shadow Program – Education – 28 wait days

Shadow Program – Nursing – 28 wait days

Shadow Program – Communications – 28 wait days

Falcon 101 – 28 wait days

Merit Scholarships have been awarded – Sent one time – to those receiving scholarship awards

Transfer Students receive email from Registrar re: Course Credits

Dean Letter – Health and Natural Sciences – (creation in progress)

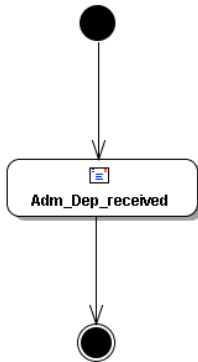
Dean Letter – Arts and Sciences – (creation in progress)

Dean Letter – Education – (creation in progress)

Dean Letter – Business & Technology (creation in progress)

Department Letters – Congratulations (creation in progress)

Admissions workflow for applicants – deposit received



Deposit

Housing Application Coming Soon – Sent Mon, Wed and Fri sent to those who paid housing deposit

What's Next – Mon, Wed, Friday

Transfer Advising / Registration

Housing

Housing Application Due May 15

Early Arrival Program

Roommate Linking Instructions

Shared Interest Floor – STEM

Shared Interest Floor - CJ

The Great Move In –

Criminal Justice

Criminal Justice, Cori Form

Information Technology

Information Technology – Information regarding BannerID, Falcon Key, Student Email – sent after Orientation

Alert Mobile Safety

Health Services

Submit Your Health Forms

Reminder – Health Forms Due

Placement Testing

Placement Testing Registration

Banner ID Number

Placement Testing Missing

Orientation

Register for Orientation

Orientation Dates Filling Fast

Falcons on the Move

Fall Orientation Survey

Commuter Orientation

Student Billing

Student Billing Emails

Registrar

Pre-Registration Survey

Financial Aid

Don't forget to sign and return your award letter

Undergraduate – Evening

Inquiry contact: Community College Contacts, GCE Leads, GCE Info Sessions, walk-in's, Online Request for Info, GCE Email

Inquiry:

Intro: Defy Expectations – 0 wait days

Picture yourself at Fitchburg State University – 10 wait days

Meet your Admissions Counselor – 15 wait days

Application deadlines (prior to Jan 1) – 40 wait days

File your FASFA today – 50 wait days

Applicant:

Thank you for your application – immediate after submission

Check your application status at Fitchburg State – 5 wait days (then every 14 days)

Your application is incomplete – 10 wait days (then every 14 days after first mailing)

Meet your Admissions Counselor – only sent to applicants who were **not** inquiry – 15 wait days

File your FASFA today – only sent to applicants who were **not** inquiry – 15 wait days

Your Application is Complete – sent once students application becomes complete

Accept:

Acceptance Letter – sent electronically with instructions on filling out Intent to Enroll Form

Email received from Registrar with Transferable Courses

Intent to Enroll Received

Intent to Enroll Letter – sent electronically with instructions on how to contact their Advisor

Graduate

Inquiry contact: GCE Leads, GCE Info Sessions, walk-in, Online Request for Info, GCE Email, Extended Campus Partners

Inquiry:

Intro: Defy Expectations – 0 wait days

Meet your Admissions Counselor – 5 wait days

Applicant:

Thank you for your application – immediate after submission

Check your application status at Fitchburg State – 5 wait days (then every 14 days)

Your application is incomplete – 10 wait days (then every 14 days after first mailing)

Your Application is Complete – Sent as application becomes complete

Accept:

Acceptance Letter – sent electronically with instructions on filling out Intent to Enroll Form

Intent to Enroll Received:

Intent to Enroll Letter – sent electronically with instructions on registering for classes and contacting their Advisor

****Academic Partnerships Separate Communication Plan****