



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. | | | |
| <p>Think back to what may have caused these trends. What was successful in those years?</p> | <p>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</p> | <p>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)</p> | <p>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.</p> | <p>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.</p> | <p>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.</p> |

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> |
|---|--|--|--|---|

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:

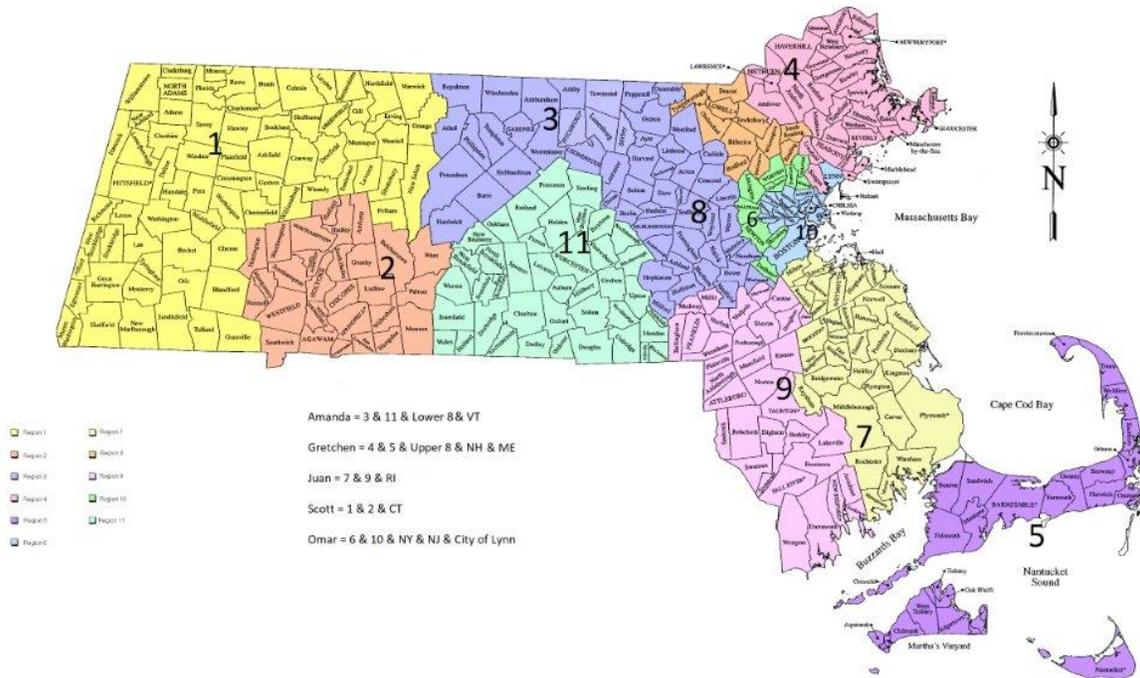
Amanda Egese, Admissions Counselor for Early Access Programs and Local Recruiter

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 |
| 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 |

*Actual

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 |
| 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 |

*Actual

**Actual 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 | HS Graduates (K) | Rate of Change | Applications | Avg Accept Rate | Admits | Avg Yield 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 |

*Actual

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 |
| 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 |

*Actual

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 |
| 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 |

**Actual*

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 |
| 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 |

**Actual*

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 |
| 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 |

**Actual*
**first RN-BSN cohort*

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 ✓ 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 ✓ 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 |
|--|--|---|---|--|---|---|

| | | | | | | | 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 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 | Freshment Prospects - sent to non-regitrants | 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 |

Appendix IV - Communication Plans

| 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 - currently have 2 | 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 | | Welcome to Fitchburg State from SGA Pres | Admitted Students | Email | Admissions NEED |
| Accept | 25 | | Value and Affordability of a Fitchburg State Education | Parents of Admitted Students | Email | Provost 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 | | Dean's Letter (message from the Dean about opportunities, outcomes, and occupations) | 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 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 |
| | 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: REGISTAR | | | | | | | |
| 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 | | Meet your Admissions Counselor - NEED new counselors | 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 | | Welcome to Fitchburg State from SGA Pres | Admitted Students | Email | Admissions | NEED |
| Accept | 25 | | Value and Affordability of a Fitchburg State Education | Parents of Admitted Students | Email | Provost | 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 dirtections 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 | | |