School of Graduate, Online and Continuing Education Mission, Visitation, Strategic Priorities and 2022-2023 Strategic Initiatives (DRAFT)

Mission

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

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

Strategic Priorities

Priorities	Aligns with University Key Goal Area
1. **Program Quality and Relevance** - Advance graduate and professional education by providing relevant quality programming that is connected to undergraduate programs and departments at the University.	Goal One: Forge innovative paths to knowledge acquisition, career readiness, social mobility, and lifelong learning And Goal Six: Steward physical and financial resources responsibly and navigate a path to long-term organizational sustainability
2. **Model of Student-Ready Service** - Provide student-ready service to all students in the School of Graduate, Online and Continuing Education by assessing service models and student needs and adapting processes and policies to meet the shifting needs of students.	Goal Two: Become a model student-ready university and narrow the achievement gap
3. **Leader in Online Learning** - Be a national leader in online and hybrid learning models by providing professional development in online learning for faculty, maintaining NC-SARA authorization and meeting national standards for best practices in online learning and service and investing in program development and support resources.	Goal Four: Establish inclusive excellence, innovation, and environmental stewardship as signature strengths
4. **Promote Innovation** - Research, develop, implement and advance innovative models of education for graduate and adult audiences that allow for personal transformation and professional development.	Goal One: Forge innovative paths to knowledge acquisition, career

	readiness, social mobility, and lifelong learning And Goal Four: Establish inclusive excellence, innovation, and environmental stewardship as signature strengths
5. **Global Engagement** -Advance the University's strategic goal of global engagement by recruiting and serving international students, maintaining an education environment that is inclusive and welcoming and contribute to global learning experiences on campus for all students	Goal Three: Be an engine of social, economic, civic, and cultural development in our city and region
6. **Regional Partnerships** -Serve as a collaborative partner with regional employers, community organizations and schools to maintain an understanding of professional and advanced education needs for a changing workforce.	Goal One: Forge innovative paths to knowledge acquisition, career readiness, social mobility, and lifelong learning
7. **Diversity, Equity and Inclusion** - Commit to diversity, equity and inclusion practices that acknowledge systemic inequities and create safe learning environments for all students through on-going assessment, providing professional development for faculty and staff and collaborating with students to identify challenges and strategies to address them.	Goal Five: Assert our distinctive value proposition and institutional learning outcomes boldly and widely
8. **Alumni Relations and Lifelong Learning** - Maintain a relationship with University alumni and community members to provide opportunities for lifelong learning and education connections.	Goal Three: Be an engine of social, economic, civic, and cultural development in our city and region And Goal Five: Assert our distinctive value proposition and institutional learning outcomes boldly and widely
9. **Data Informed Decision Making** -Engage in data informed decision making and assessment practices to identify gap areas in operations, streamline and optimize workflows assist the school in meeting and adjusting goals as needed.	Goal Six: Steward physical and financial resources responsibly and navigate a path to long-term organizational sustainability

Planned Initiatives/Strategies for 2022-23	Associated **Strategic Plan Goal &** Strategy Goal # followed by Strategy # ex: 3.2	Indicate if a DEI initiative
Goal 1- Forge Innovative Paths to Knowledge Acquisition, Career Readiness, Social Mobility and Lifelong Learning - To be addressed by: 1. Explore possibility for interdisciplinary masters degree in collaboration with the School of Arts and Sciences 2. Develop and launch a process for Investigating with department chairs and deans other opportunities for new credit based degree or certificate programs and also non-credit professional training or community enrichment programs. 3. Continue to investigate the option of adding an online Psychology bachelor's program with the department of psychological sciences. 4. Explore options for additional online minors with department chairs. 5. Work with the grants office to identify opportunities for workforce or other related grant options.	University Strat Goal #1 #3, #6 #5 SGOCE Priority 1, 4 and 6	

Goal 2- Become a Model Student-Ready University and Narrow the Achievement Gap. To be addressed by:
    1. Continue the work of the holistic SGOCE admissions taskforce to identify challenges and make necessary updates to communication and processes.
    2. Develop a report process for SGOCE programs we will use to gather data on student success to identify gaps so we can understand and plan to address the issues.
    3. Convene a minimum of 2 workshops for faculty and staff focused on DEI related topics.
    4. Hold a minimum of 4 meetings a year with Career Services to review SGOCE related use of services and explore options to adding targeted workshops for SGOCE students.
    5. Continue to enhance and improve the SGOCE Enrollment plan in collaboration with the admissions office and AVP for Enrollment Mgmt.
	University Strat Goals #1, #2
	
	SGOCE Priorities 2 and 7
		*Yes, - DEI workshops for Faculty and Staff

Goal 3- Be an engine of social economic, civic and cultural development in our city and establish a college-town feel around the University
 	
To be addressed by:
    1. Explore adding a small industry community advisory board for SGOCE with the Academic Affairs Committee.
    2. Research and set-up at least 3 outreach and recruitment events in the local community
    3. Work with the Center for Professional Studies to hold at least 2 new professional development related activities.
    4. Review the current ALFA and University relationship and develop a long-term plan for the relationship as we consider becoming an age-friendly campus.
    5. **(Added Fall 2022)** Review and update international graduate admissions policies and processes as well as student onboarding processes.
    6. (**Added Fall 2022**) Begin working on on a international student enrollment plan in collaboration with other University stakeholders
	University Strat Goals **#1, #2, #3, #4, #6**
	
	SGOCE Priorities 1, 5 and 6	

Goal 4- Establish inclusive excellence, innovation and environmental stewardship as signature strengths. To be addressed by: **1.** Establish a process for reporting and tracking faculty demographics to measure diversity. Set goals by program for increasing diversity in collaboration with HR and Program Chairs. **2.** Work with Deans to develop an SGOCE Program Development Process and Strategic Guide to encourage programmatic innovation and new program development. **3.** Develop and offer a minimum of 4 workshops for faculty development through Digital Learning. **4.** Complete the updates to the online instruction certificate program and relaunch to encourage a minimum of 10 current faculty to complete the program. **5.** Update the SGOCE faculty resource webpage. **6.** Create and distribute an SGOCE Newsletter beginning spring 2023.	University Strat Goal #1, #3, #4, #5 SGOCE Priorities 1,3, 4 and 7	Yes, identify diversity status of current faculty by program. Use this info to help identify a plan for addressing gaps in hiring new SGOCE faculty.

Goal 5- Asset out distinctive value proposition and institutional learning outcomes boldly and widely: 　1. Work with the University Graduate Council to review the Institutional Learning Outcomes (ISLOs) and determine how they link to Graduate programs. Collaboration with SGOCE chairs to develop a final summary and recommendations for connecting ISLOs to Graduate programs. 2. Develop 2022-2023 and a 2022-2026 enrollment plan in collaboration with Academic Deans and AVP for Enrollment MGMT. 3. Connect with Alumni to develop an alumni communication plan for promotion of all SGOCE programs including non-degree/CPS options. 4. Continue working with the student billing research project. Report findings to the University community with recommendations.	University Strat Goal **#2, #3, #4, #5, #7** SGOCE Priorities 1, 2, 8 and 9	
Goal 6- Steward physical and financial resources and navigate a path to long-term organizational sustainability. 　**1.** Create a grid for the budget showing how proposed budget distribution aligns with the SGOCE action plan. 　**2.** Continue with building the plan with deans and chairs to explore new programs and markets. 　**3.** Begin an exploration of LMS systems to determine if we want to stay with BlackBoard into the future and if so, what updates we will need to plan for.	University Strat Goal #1, #3, #6 SGOCE Priorities 1, 3 and 9	