**State Authorization: Wisconsin**

**EAP 1.1 Questions D & E**

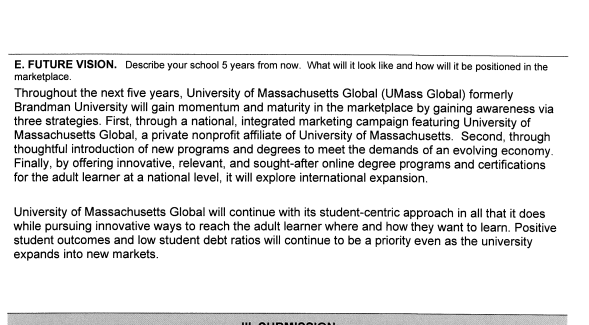
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**Response:**

The following information is based on the University’s 2022-23 to 2026-27 Strategic Plan. This Strategic Plan incorporates stakeholder input across all university divisions and departments. Based upon university stakeholder input, the following table provides UMass Global’s strengths, weaknesses, opportunities, and threats (SWOT).

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| --- | --- | --- | --- |
| **Factor** | **Target Goal** | **Target Objectives** | **Target Metric(s) and Timeline for Completion** |
| ***Strengths and Weaknesses*** | | | |
| *Workplace of the Future* | Given our transition to a fully online university in 2023, we have an opportunity to increase employee engagement across our primarily remote workforce. Our reputation for excellence is built on innovative programs, offered by high quality and well-trained faculty, and supported by exceptional staff. By increasing visibility of our talent, we can improve our global brand and foster university pride. Emphasizing professional development is crucial for employee empowerment, motivation, and satisfaction. Addressing this weakness is seen as critical to support our primarily remote community. | \* Gather feedback from stakeholders on workplace priorities and culture  \* Launch new human resource policies that promote flexible work opportunities  \*Build an advisory group of culture, connections, and belonging | Expand recruitment and hiring in additional states by 2023-24AY  Establish an advisory group of culture, belonging, and connections during 2024-25AY  Implement recommendations of the advisory group during 2024-25AY through 2026-27AY |
| *University-Wide Communication* | As we expand globally, reliable and effective communication channels must be built and implemented for all university stakeholders. A systematic approach to university-wide communication will promote transparency and build engagement among our primarily remote workforce. Improving our communication will help nurture a solid foundation and create a cohesive organization. Addressing this weakness can be expected to improve organizational awareness of evolving changes to university policies, strategic initiatives, and future endeavors. | \* Gather feedback from stakeholders on communication channels  \*Build an advisory group of culture, connections, and belonging  \* Present options with Senior Leadership team to ensure regular communication | Establish regular university-wide all hands webinars with the executive leadership team in 2023-24AY  Establish an advisory group of culture, belonging, and connections during 2024-25AY |
| *Operational Infrastructure and Systems* | As we expand globally, we must ensure that we have the operational infrastructure and critical systems in place to support our sustainable growth. This must be accomplished by replacement or improvement of legacy systems while enhancing our cyber resilience. To address this weakness, we have an opportunity to (1) review and improve existing systems and tools; (2) carefully set-up new systems and tools (including Artificial Intelligence capabilities); and (3) and consider new systems and tools to mitigate issues related to aging systems. By enhancing our legacy infrastructure and systems, we will improve our operational efficiency and further support our learners, faculty, and staff. | \* Develop a cross-functional task force to assess the learning management system options  \* Gather stakeholder input on key criteria  \* Develop an implementation plan with stakeholder input | Launch a new learning management system for all academic programs in 2024-25AY |
| ***Opportunities and Threats*** | | | |
| *Brand Identity and Target Market Diversification:* | As we expand globally, we must determine how we may become the online university of choice while remaining true to the core of our university. Defining our global identity and emphasizing its cultural inclusivity and affiliation with UMass will enhance our brand appeal. Given our heritage to serve non-traditional students, there is an opportunity to diversify our target markets and partnerships, including attracting and building growth in domestic, international, competency-based education, dual, military, and community college enrollments. Diversifying our target markets will allow us to prioritize and support financial sustainability. | \* Establish an annual review of ways to improve our global identity and support ways to diversify our target student market  \* Gather feedback from university stakeholders, including prospects, students, and alumni | Present and review with the executive leadership team on an annual basis during the five-year strategic plan |
| *Stackable Credentials and Certificates:* | Given the post-pandemic economy, lifelong learning will play an increasingly important role as our learners will need to continuously maintain skill relevancy, change career paths, or move up in their current career. As we expand globally, we are well-positioned to further explore the viability of stackable credentials and certificates so that we may better support our learners and employer partners. | \* Conduct market research/environmental scans on the jobs of the future (i.e, upskilling in the current economy)  \* Conduct a gap analysis of existing programs alongside the jobs of the future  \* Gather stakeholder feedback on the identified new program opportunities with high growth potential  \* Design and develop the new programs and pathways | Present the final recommendations to the executive leadership team in 2023-24AY  Launch new programs and pathways on an annual basis during the five-year strategic plan |
| *Hybridization & Automation:* | To meet the demands of the post-pandemic economy which has ushered in a significantly changed work environment in all sectors, we have the opportunity to adapt our education delivery and service models. This opportunity is important since projections indicate that traditional jobs are on the brink of automation, which will impact our University as both an educational service and employer. We have the opportunity to improve academic programs and support students to upskill and prepare for hybridization and automation. Innovations may include skills and education service delivery that empower students to navigate the digital world confidently but will also position themselves as forward-thinkers using sound knowledge and critical thinking. | \* Conduct market research/environmental scans on the jobs of the future (i.e., jobs at risk for automation in the current economy)  \* Conduct a gap analysis of existing programs alongside the jobs of the future  \* Gather stakeholder feedback on the identified new program opportunities with high growth potential  \* Update existing programs and develop new programs | Present the final recommendations to the executive leadership team in 2023-24AY  Revise existing programs and launch new programs on an annual basis during the five-year strategic plan |
| *Increased Competition & Market Perception:* | Given the COVID-19 pandemic, there has been an exponential increase in the number of traditional and non-traditional institutions who have entered the online education space and/or adopting more flexible learning modalities. Competition has also increased due to the continued growth of non-higher education providers offering short programs and “mega-universities” that are expanding their reach globally through mergers and acquisitions. At the same time, post-pandemic student expectations on (1) a personalized learning experience and (2) a return on their investment are now at the forefront, especially as there continues to be increased market and regulatory scrutiny on the value of higher education. As we plan for our future growth, we must differentiate our education delivery and services model while planning for sustainable capacity. | \* Develop key strategic differentiators and highlight such differentiators in current program offerings to attract both B2B and B2C  \* Develop strategic partnerships for nationwide expansion  \* Develop career ladder program pathways with existing program offerings and provide options to B2B | Launch new partnerships on an annual basis during the five-year strategic plan |



**Response:**

Throughout the next five years, University of Massachusetts Global (UMass Global) will continue efforts to gain awareness and maturity in the marketplace. The institution’s strategic position (Flexibility & Excellence) is derived from our mission statement. Given our heritage and culture, we offer students flexible work-relevant programs with minimal barriers to entry and outstanding student support services. Our reputation for excellence is built on innovative programs, offered by high-quality and well-trained faculty, and supported by exceptional staff.

UMass Global is focused on the following three strategies to support its strategic direction and goals:

1. *Open Access:* Serving all students’ unique needs to ensure success, which in turn, would decrease equity gaps and provide further opportunities for working adults in today’s economy
2. *Workforce Relevancy & Partnership Expansion:* Pursuing strategic partnerships with employers to meet employer demands on workforce training and upskilling in today’s economy
3. *Online & Nationwide:* Offering workforce relevant programs to working adults and non-traditional students at a national level, which in turn, would provide an opportunity for international expansion.

Given its student-centric approach, UMass Global will continue to prioritize student success while pursuing innovative ways to support working adults and non-traditional students. Positive student outcomes and low student debt ratios will continue to be a priority as UMass Global expands into new markets.