April 2018 Update
Define and Communicate Our Identity

Goal	Strategy	Tactic	Who	Progress	Risks/Issues/Comments
Faculty, staff, students and external audiences will have more knowledge about COF	Expand COF Visibility on and off campus	**Assess impact of Wheelock Merger as it relates to identity**			
Faculty, staff, students and external audiences will have more knowledge about COF programs and services	Increase promotion of COF community and successes	COF App	Tasha	Working to increase information on app, track utilization Increase downloads Identify assessment metrics **Recommendation to CC –January '18 2,000 downloads**	• Increasing awareness with incoming students as they enroll • Two year pilot funding from deferred revenue.
Students, faculty and staff will identify COF as a factor in recruitment and retention.	Increase promotion of COF community and successes	Send COF letter to all accepted students in Spring Communication	COF; Enrollment Management, Marketing/Communications	• 2017 letter completed • **2018 letter sent to Admissions/ Enrollment Mgmt**	• Some colleges will send own letter • Need to confirm distribution and open rate
Students, faculty and staff will identify COF as a factor in recruitment and retention.	Increase promotion of COF community and successes	Send postcard to deposited students reminding them of COF opportunities. (Postcard will be seen by parents)	COF (Claire, Tasha), Enrollment Management, Admissions Dir.	• **Redesigning for 2018 with five colleges; No Wheelock** • Mail early August 2018	• Ensure design allows for proper postage and address placement

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Faculty , staff, students and external audiences will have more knowledge about COF	Expand COF visibility on and off campus	Redesign the COF website to support recruitment and retention efforts of campuses	COF staff; Admissions / Enrollment Mgmt Students Act	• **RFP issued for redesign; 3 vendors selected;** • **Scheduling vendor call**	• Cost of custom vs. template • Tight timeline for August launch
Faculty , staff, students and external audiences will have more knowledge about COF	Expand COF visibility on and off campus	Annual training/orientation for RAs, RDs, Athletic coaches, Admissions Ambassadors, OLs	COF Staff	Completed 3 ambassador trainings (EM, WIT, MCPHS) Completed OL training for MCPHS **Need to identify 2018-2019 training opportunities**	• Schools to add COF to OL training • Identify coaches and RDs for FY19 • **Need avenues to provide more information to faculty**
Faculty , staff, students and external audiences will have more knowledge about COF	Increase awareness of COF and colleges with elected officials	Host city councilors, state reps, senators meetings/discussions with presidents	Claire, Gov't relations	Identifying gov't rel. contacts at each college. **Working to schedule planning meeting.**	• Added at August '17 board mtg.
Faculty , staff, students and external audiences will have more knowledge about COF	Expand awareness of COF and colleges on and off campus	Create a one-sheet with aggregate information about COF	Tasha, Debbie, Marketing/Comm unications, Data from institutional sources	Reviewed data MASCO collects, list of potential data items generated • **Created consolidated list of data; IR to provide new info**	• Ensuring commonality of data points. • Differences between how colleges keep data continues to be an issue

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Faculty , staff, students and external audiences will have more knowledge about COF programs and services	Expand COF Visibility on and Off Campus	Centralize COF office space in location visible and accessible to students, faculty and staff	COF- (Claire, Debbie), CFOs	Moved to Wheelock **BU will honor contract thru May '19 for now – need a plan for future.**	• Open House – August 22nd • Four year contract • Already seeing more student traffic

Define and Communicate Our Identity (Completed)

Goal	Strategy	Tactic	Who	Progress	Risks/Issues/Comments
	Increase promotion of COF community and successes	Create Video/Photo Montage for 20th Anniversary	COF (Tasha) – at least 2 representatives from each college included.	Completed and Shown at event and to committees	• One alum never sent in footage • Old photos not accessible. • **Assessing how to edit video for future use by admissions, HR** • **File size causes problems when showing**
		Proclamation from Governor for Colleges of the Fenway Day	COF - Tasha	Proclamation Received – March 29, 2017 is COF Day.	• Read at 20th anniversary event and on website

Define and Communicate Our Identity (Completed)

Goal	Strategy	Tactic	Who	Progress	Risks/Issues/Comments
Faculty , staff, students and external audiences will have more knowledge about COF programs and services	Increase promotion of COF community and successes	COF App	Tasha	Year one completed – Working to increase information on app, track utilization Increase download Tour of college facilities added Events most often viewed. Yr 1 – 1100 downloads	• Rush to implement in year one, downloads did not meet goals. • Increasing awareness with incoming students as they enroll • Two year pilot funding from deferred revenue.
Increase Visual Identity of COF	Expand COF visibility on and off campus	Block Party Give-Away for students	Tasha	Xfinity funded $7500 for Block Party Give-away. 750 hats distributed at Block Party	• Relying on external support for funding
Faculty , staff, students and external audiences will have more knowledge about COF programs and services	Expand COF Visibility on and Off Campus	Centralize COF office space in location visible and accessible to students, faculty and staff	COF- (Claire, Debbie), CFOs	Moved to Wheelock	• Open House – August 22nd • Four year contract • Already seeing more student traffic • Impact of potential merger
Faculty , staff, students and external audiences will have more knowledge about COF	Expand COF visibility on and off campus	New student centered Admissions Video	Tasha, Admissions Reps.	• Completed February 2018 – posted to COF channels; Sent to Admissions Directors and Enrollment Mgmt	

Design and Implement Innovative, Shared Academic Programming

Goal	Strategy	Tactic	Who	Progress	Risks/Issues/Comments
Improve Cross Registration	Make it (cross registration) more convenient for students	Benchmark best practices at other consortia	COF (Tasha)	Solicited information from several consortia. Attended break-out group on topic as northeast consortia meeting. **Cross Reg Task Force to present recommendations to Presidents 3/27**	• Much variance in how handled, goals • Travel Courses
Engage Faculty	Look for grant funding to support faculty collaboration around the ideas identified	Proposal to Davis Educational Foundation for funding for faculty mini-grants.	COF- Claire, CAOs	Awarded Year One Funding Develop internal RFP and Implement 15 proposals received **Seven Mini-grants awarded; Feb. reports received**	• **Challenge to find ways to connect faculty**
	Shared Academic Programs	**Proposal from Simmons faculty for joint Major in Africana Studies**		Included in Davis Grant proposal.	• Faculty did not submit proposal
Engage Faculty	Help faculty find others who share interests	**Create a searchable faculty directory**	COF	Simmons Computer Science Intern hired to work on this.; **Reviewed 3 solution options; Follow-up call scheduled**	• Institutional databases are not always maintained. • Common issue among Higher Ed. Consortia

Design and Implement Innovative, Shared Academic Programming (Completed)

Goal	Strategy	Tactic	Who	Progress	Risks/Issues/Comments
Improve Cross Registration	Make it (cross registration) more convenient for students	Have registrars create process maps for how cross registration is handled on each campus	COF (Tasha), Registrars	First pass reviewed- Moving to two step process; Step 1: **Cross Registration Vision Task Force launched. Cross Registration form is now fillable PDF**	• All Registrars have not bought into goal of improving process.
Improve Cross Registration	Make it more convenient for students	One COF study abroad travel waiver form/release of liability	GEO Center, Study Abroad Advisors, Legal Review	Approved by all campuses, prototype being tested in online system will be in used in fall. • **Complete: Fully implemented for all campuses**	
Engage Faculty		Continue with Dialogue Group on Race, create mechanism for identifying new opportunities.	COF – Tasha, Facilitators: Clare Mehta, Ryan Mott (Emmanuel), Kristen Peterson, Molly Reuben, MCPHS	Dialogue Group on Race continues to meet 2-3 times per semester. **October 30th and December 2nd.**	• CAOs approved request broadening focus to consider intersectionality.

Enhance Our Shared Student Experience

Goal	Strategy	Tactic	Who	Progress	Risks/Issues/Comments
Meet Student Needs for Large Scale and Late Night Events	Utilize data from 2016 student survey	Review current programs/events and participation	COF – Tasha, Student Activities	**Spring 2018 - Spring Carnival, Campus Movie Fest, ISGM #2**	Institutionalizing this approach. How do we evaluate success? Preserving campus tradition vs. reducing duplication
Create a greater sense of COF as one community	Reduce barriers to access across the campuses	Audit of existing barriers to determine those that can be removed.	Tasha, Debbie, All committees Initial lead – Student Activities.	**Piloting "COF Nights" March 26-April 18 at Wentworth Game Room and Simmons Pool**	• Emmanuel cannot participate in Spring 2018 but will revisit for Fall 2018 • Continue marketing
Provide Opportunities for Students to Connect Around Shared Interests	Provide mini-grants or seed money for student collaborations	Use extra funding from 20th anniversary to support student mini-grants	COF to solicit – Pat Rissmeyer (EC) to help develop mini-grant RFP Tasha, Kevin Farrell from EC co-chair. CSAOs will review proposals	Have $14,000 for mini-grants fundraising for this. • Received 2 proposals - rethinking approach as they did not meet the criteria • **Tasha meeting with SGAs**	• Kevin Farrell from Emmanuel is co-chairing with Tasha. • Review committee identified and contacted • Kevin Farrell departed Emmanuel College
Provide Opportunities for Students to Connect Around Shared Interests	Provide seed money for student programming	Student Activities Co-Sponsorship fund ($4000)	Tasha Student Activities	Developed application Launch September 2017; • **Funded – Green Arts Network, HACK WIT US, Dance Marathon (Wheelock), Sing for Justive, ASA Festival**	Limited funding

Enhance Our Shared Student Experience (cont..)

Goal	Strategy	Tactic	Who	Progress	Risks/Issues/Comments
Create a greater sense of COF as one community	Reduce barriers to student access across the campuses	Review process for COF event space requests on each campus	COF – Debbie, Claire Space Task Force: Emmanuel: Dan Campagna MassArt: Claudia LeClair Simmons: Corey Zohlman Wentworth: Bill Goreham MCPHS: Carl Olivera	CC defined charge to task force and identified participants Convene task force – Charge sent to task force members; 2 meetings, assessing underutilized spaces on campuses • **Debbie presented recommendations to CSAOs 3/19; Will present at next CC mtg**	Responsibility for space reservations shifting.

Enhance Our Shared Student Experience - Completed

Goal	Strategy	Tactic	Who	Progress	Risks/Issues/Comments
Meet Student Needs for Large Scale and Late Night Events	Utilize data from 2016 student survey	Review current programs/events and participation	COF – Tasha, Student Activities	**ISGM –300 students attended Movie Night @ Regal – 72 students attended**	Institutionalizing this approach. How do we evaluate success?
Provide Opportunities for students to connect around shared interest.	Joint student clubs	Respond to WIT Ski club request to pilot joint COF student organization	COF – Tasha, VP Student Affairs	Students presented to VP Student Affairs, concept supported. • **Will launch Fall 2017-Need to address expectations.**	• Need to address how to promote across the colleges • Each college will determine how to supplement student participation. • Request for COF email address • Need to address liability for joint organizations - again
	Leverage communication vehicles	Promote use of COF app	Tasha	**Over 1200 people have downloaded the app Added virtual tour of colleges in Spring '17**	• Need support from colleges in promoting • Ways for students to connect via app
Provide Opportunities for Students to Connect Around Shared Interests	Help students find each other by interest	Student Organization Database	Tasha Student Activities	• **Published and available on website and app**	**Wheelock has opted out.** Needs to be updated each semester.

Enhance Our Shared Student Experience - Completed

Goal	Strategy	Tactic	Who	Progress	Risks/Issues/Comments
Create a greater sense of COF as one community Provide Opportunities for students to connect around shared interest.	Increase number of large scale events Increase resource efficiencies	Shared Leadership Conference for student leaders – large event	MCPHS (Host) and Student Activities/ Leadership reps	• **Completed March 25, 2018.** • **Over 100 students in attendance** • **Conference survey feedback to be shared with planning committee and CSAOs** • **Tasha will process billbacks to campuses**	How does this complement current programs, Funding needed to support opening training up to other COF schools

Increase Resource Efficiencies

Goal	Strategy	Tactic	Who	Progress	Risks/Issues/Comments
Expand shared services model	Develop a process for identifying new opportunities	Present benchmarking findings from successful shared services adopted by other consortia	COF - Debbie	Optimization discussion with CIOs and CFOs Identifying areas for feasibility studies – ERP and security CFOs will help define **Define levels of participation/partnership with CFOs, Met with Treasurer Totino and Claire to begin this process, Researched how other consortiums identify. More research to be done.**	• Need to Identify Champion for each area • Building momentum • Synchronizing contracts, needs • Need to replace "Colleague" when it "expires in 5 years – opportunity for colleges to share admin system. Inventory other groups of colleges who have done this and visit Marist (partnering with College of New Rochelle)

Increase Resource Efficiencies (cont…)

Goal	Strategy	Tactic	Who	Progress	Risks/Issues/Comments
Provide Joint High Quality Training and Professional Development	Build on our strengths	Investigate options for Department Chair Training Review all training and develop strategic plan for when offering, gap analysis	COF – Tasha, CAOs HR Coordinating Council	Pilot Dept. Chairs completed; CAOs agreed to explore shared Dept. Chair Training for August 2018; Possible collaboration with Lesley University • **Answer needed from Lesley** • **Identity cohort April 2018 and confirm dates**	• Faculty making commitment to attend all sessions • Used Financial Institute as first session • Not included in budget for next year. • Need a three year plan for leadership programs will be offered.
Provide Joint High Quality Training and Professional Development	Build on our Strengths	Develop a 3 year plan for professional development/training opportunities. Identity particular programs to be offered on a regular basis, identify other programs that can be centralized.	Claire, Tasha, Coordinating Council….	Several colleges are looking at hiring their own trainers – can we reduce duplication. Discussion at Coordinating Council • **Tabled until June Presidents mtg**	• Who owns this and can assess needs across multiple areas of the colleges • Need to assess needs across many committees.
Improve administrative efficiency and management of F1 data	Build on current successful J-1 model	Assess needs of member colleges	GEO Center	Pilot – input from MassArt, Simmons & Emmanuel	• MCPHS also interested will join in next steps • Test implementation in spring 2018

Increase Resource Efficiencies (cont...)

Goal	Strategy	Tactic	Who	Progress	Risks/Issues/Comments
Expand Shared Resources	Increase cost-savings and improve service	Leverage Markley presence – work with WIT to move their colocation facility to One Summer	Debbie, Les Vaughn, Justin Ragsdale	Targeting end of summer and holiday break for moves Markley tour held October.	Students from CS class at Simmons, new/interested admin staff from MCPHS and WIT attended.
Expand shared services model	Expand shared services model	exploring shared CISO/ISO,	Wentworth & MassArt	• **Candidate initial interviews scheduled**	
	Increase cost-savings and improve service	investigating build out of a second core at Markley	Debbie, CIOs, Network Managers	2 technical solutions under review After much discussion on pros and cons Network Managers are in agreement but there is still not 100% consensus by CIOs – waiting on another technical review	
Provide Joint High Quality Training and Professional Development		Investigate a shared NOC/cross training Network Managers	Debbie, CIOs	**Working to identify college lead –** No progress	
Improve administrative efficiency and management of domestic travel	Build on current successful international travel tracking	Assess the process flow for Domestic Travel programs and develop/design pathway for student applications in existing TerraDotta software.	GEO Center	**Listening sessions at each campus to be scheduled in spring 2018.**	• Needs input from variety of offices on each campus

Increase Resource Efficiencies (cont…)

Goal	Strategy	Tactic	Who	Progress	Risks/Issues/Comments
Provide Joint High Quality Training and Professional Development	Move forward with subgroups of colleges	Create annual travel course leader training program	GEO Center	Held HTH webinar for travel course leaders April 2017 •**Study Abroad Safety Management Subcommittee formed March 2018**	• SAC advised creating training templates that can be delivered on the campuses • **SA Safety Subcommittee will address faculty training modules**

Increase Resource Efficiencies - Completed

Goal	Strategy	Tactic	Who	Progress	Risks/Issues/Comments
Expand shared services model	Move forward with subgroups of colleges	joint office of sponsored research	COF- Claire EC – Bill Leonard, Cindy O'Callahan, MassArt- Dan Serig WIT – Rich Hanson	Initial meeting held, drafting job description – needs. Job description and budget submitted to colleges for approval.	• How to connect with existing functions on campuses • Process for working with Wheelock if interested, • Tap Simmons knowledge • **Emmanuel preference to go on own, MassArt can't fund with only two institutions.**

Review Our Governance Model

Goal	Strategy	Tactic	Who	Progress	Risks/Issues/Comments
Ensure the governance structure meets the needs of the organization	Benchmark other consortia	Review membership	Claire Board	Email sent to ACL Board members	Claremont has just undertaken a full review of their board structure. Board includes chair of board of trustees' from each college. New structure will include 3 unaffiliated members.
Ensure the governance structure meets the needs of the organization	Review By-laws	Engage attorney to review by-laws in light of Wheelock/BU merger	Claire – bring to CFOs and Board	Initial report received, attorney recommends full By-Laws review as they have not been reviewed since they were created in 2002.	

Review Our Governance Model (Completed)

Goal	Strategy	Tactic	Who	Progress	Risks/Issues/Comments
Ensure the governance structure meets the needs of the organization	Improve processes for identifying and implementing COF priorities	Review Coordinating Council membership to align with areas of high engagement.	Coordinating Council	Recommend that Enrollment Management be added to council. Presidents approve adding Enrollment Management.	**Balancing areas represented. Interim rep for Simmons identified.**
Ensure the governance structure meets the needs of the organization		Key COF liaison for each campus to shepherd ideas/address issues	COF – Claire Coordinating Council,	Role defined approved by CC and recommended to Presidents. Presidents Approved	CC members will serve in this role Need to develop communication plan for keep reps informed.