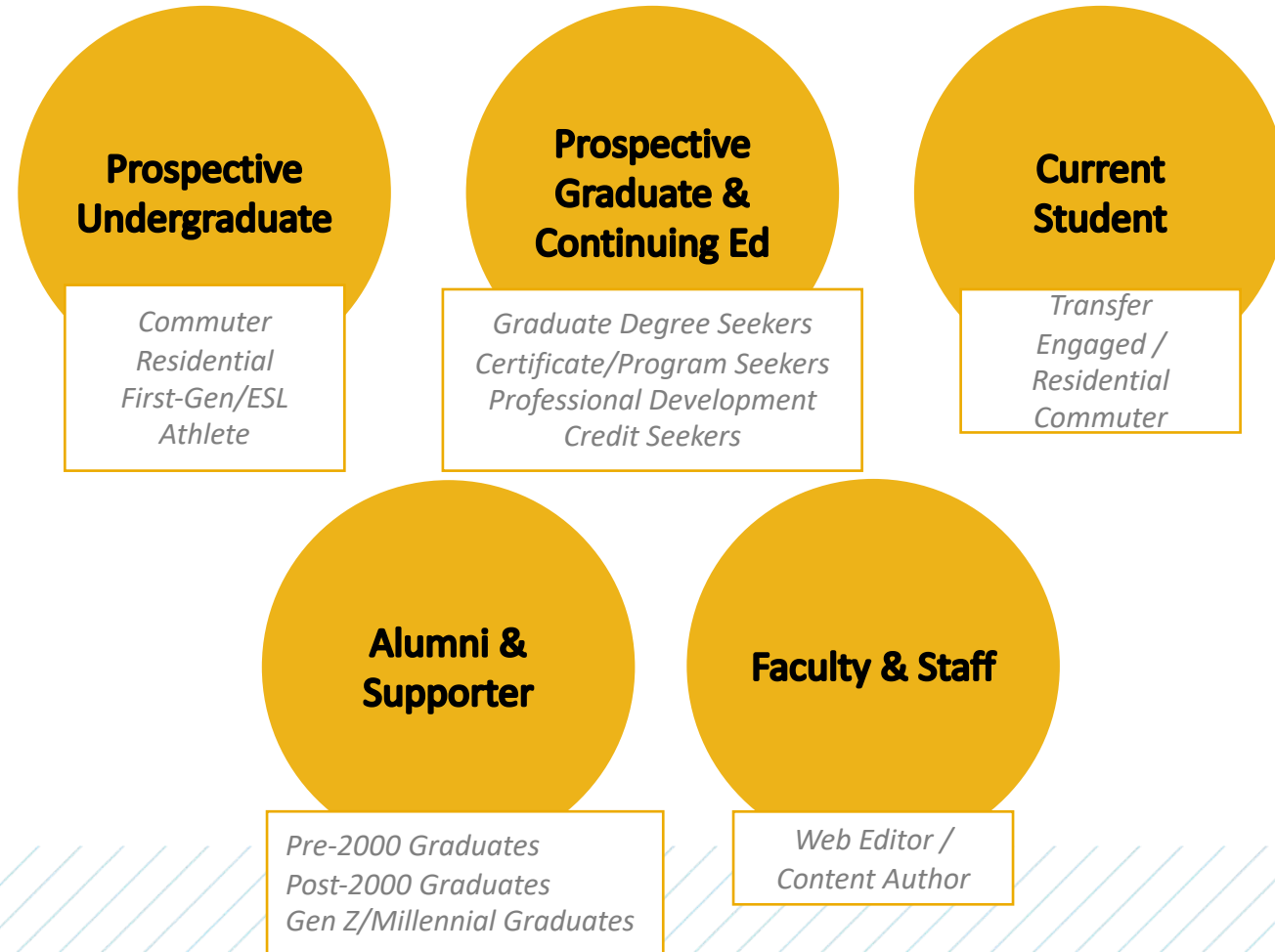


Personas

- **Archetypes that define attitudes, behaviors and motivators including micro-journeys that will help shape brand and website directions**
- **Sources:**
 - FSU Stakeholder Interviews
 - Elevate 2021 FSU Perception Study
 - Primacy 2022 Surveys
 - FSU's Graduate Student Exit Survey Report 2020-21
 - 3rd Party Research (Google Analytics, Nielsen Scarborough, etc.)
 - Primacy's experience & knowledge of higher education industry and audiences

Audience Landscape

Primary



Secondary





Prospective Undergraduate

- HARD WORKING
- SUPPORT SEEKING
- COST CONSCIOUS
- DESIRE TO SUCCEED
- UNINFORMED

DEMOGRAPHICS	Massachusetts Resident Junior / Senior in HS
SUBSEGMENTS	Commuter Residential First-Gen / ESL Athlete
FSU AWARENESS	Slightly to moderately familiar
PERCEPTION OF FSU	Small Affordable Welcoming / Friendly Diverse / Inclusive Solid reputation Convenient location
CONSIDERATION SET	UMASS (any campus) FSU Salem State University Worcester State University Fitchburg State University

I need an education that will set me up for a career right away — one that is local, affordable, offers resources for success, and that I can balance with my work schedule. For me college is an investment, not a right of passage.

MOTIVATION

I want...

- A school close to home with commuting options
- Career driven programs that will get me a good paying job after I graduate so I can advance my way of life and my family
- Flexibility in schedule and graduation timeline
- Financial support and to finish under 4 years or as fast as I can to keep costs down
- To learn the life skills needed for success
- Academic support, career/job resources and counseling, and hands-on attention — make me feel like a person, not a number
- Smaller class sizes where I can interact with my classmates and faculty
- Internships/work-study programs and active learning opportunities

FEARS & FRUSTRATIONS

I fear...

- Working at the same time as going to school will be difficult and I won't be successful
- I won't be able to afford going to school
- I'm not ready for college
- That my home life and school life will feel too connected if I choose a school close to home

I'm frustrated by ...

- Not being able to get into my first choices
- The perception that a public school education is not as good as a private school
- Not getting a clear picture of what a school has to offer other than an education — what else do you have? What can I do here?

ACTIONS & TOUCHPOINTS

I need to...

- Talk to friends and family about their college experiences
- Look at promotional materials about the school
- View pictures or videos of the campus and student body — showing what it's like at the school (campus activities, diversity, community, etc.)
- Learn more about available programs, career outcomes and student services
- Find information on and apply for financial aid and scholarships
- Interact with FSU through internet searches and advertisements
- Tour the campus with my parents, family members or caregivers

SUBSEGMENTS

Commuter

- Need ample parking on campus or easy access via public transportation
- Want to know they'll be involved in campus life

Residential

- Seeking traditional experience away from home POST Covid

First-Gen / ESL

- Need more financial support than others
- Unfamiliar with college process
- Difficulty understanding materials

Athlete

- Own public school education
- Difficulty understanding materials and applying



Prospective Undergraduate

- HARD WORKING
- SUPPORT SEEKING
- COST CONSCIOUS
- DESIRE TO SUCCEED
- UNINFORMED

DEMOGRAPHICS Massachusetts Resident
Junior / Senior in HS

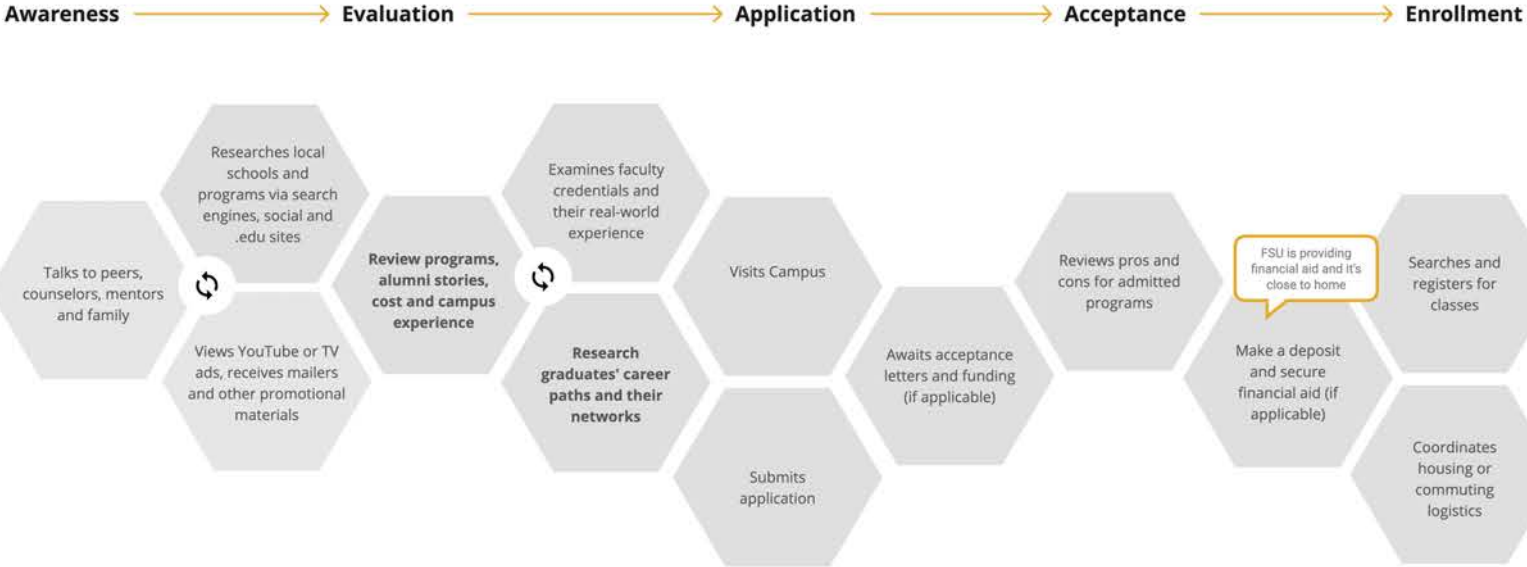
SUBSEGMENTS Commuter
Residential
First-Gen / ESL
Athlete

FSU AWARENESS Slightly to moderately familiar

PERCEPTION OF FSU Small
Affordable
Welcoming / Friendly
Diverse / Inclusive
Solid reputation
Convenient location

CONSIDERATION SET UMASS (any campus)
FSU
Salem State University
Worcester State University
Fitchburg State University

I need an education that will set me up for a career right away — one that is local, affordable, offers resources for success, and that I can balance with my work schedule. For me college is an investment, not a right of passage.





Prospective Graduate

GOAL ORIENTED

BUSY

COST CONSCIOUS

AMBITIOUS

DRIVEN

DEMOGRAPHICS Massachussetts Resident
Works part/full time
Non-FSU alumni

SUBSEGMENTS Graduate Degree Seekers
Certificate/Program Seekers
Professional Development Credit Seekers

PERCEPTION OF FSU Convenient
Less expensive
Reputable

PROGRAM INTERESTS Counseling Psychology
Education
MBA
Nursing
Healthcare Admin

I'm looking to take the next step in my career. It's important for me to find a program from a reputable institution that can guarantee outcomes, offers convenience and flexibility, all at a reasonable cost.

MOTIVATION

I want...

Classes for my professional development or to earn my masters degree

To pursue an academic subject or interest in more detail

To improve my career prospects and/or expand my worldview

Flexible learning options (e.g. hybrid, online asynchronous, etc)

An affordable, local education funded by myself or my employer

A degree from an institution with a strong academic reputation

More networking opportunities and to work side by side with experts in my field of interest

Career/job resources, guidance and support

FEARS & FRUSTRATIONS

I fear...

I'll get overwhelmed pursuing a degree while working and having family obligations at the same time

I won't be able to afford going to school

The program/course requirements and structure will be too challenging

I'm frustrated by ...

Finding programs that are flexible and fit my lifestyle

Limited academic programs

The cost of programs and classes

ACTIONS & TOUCHPOINTS

I need to...

Find availability and information on the specific program that I am interested in

Compare program flexibility, schedules and application requirements

Be assured on the value of the degree and that it will generate returns

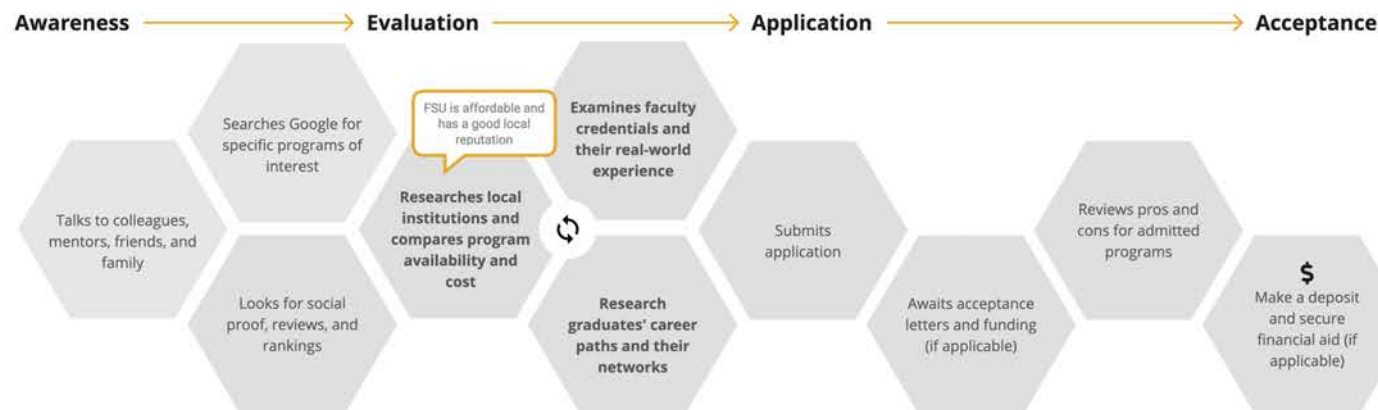
Find financial aid and scholarship information and apply for support

Research time commitments

Fill out RFI, contact form or attend an info session

Evaluate network and post-graduate opportunities

Read/see proven success stories from other students/alumni like me





Current Student

CARRER ORIENTED

SUPPORT SEEKING

HARD WORKING

DESIRE TO SUCCEED

UNINFORMED

DEMOGRAPHICS Local (within 30-45 minutes)
Financially Insecure
40% Student of Color
Works part/full time

SUBSEGMENTS Engaged / Residential
Commuter
Transfer

PERCEPTION OF FSU Convenient
Personalized
Affordable
Degree holds lower market value
No community or school pride

FSU wasn't my first choice, but I'm glad I'm here now. My professors are accessible and I know everyone in my program — my education feels personal. I just wish there was more for me to experience beyond the classroom.

MOTIVATION

I want...

To buckle down and get through college as fast as I can to keep costs down

To finish with something marketable that will set me up for success

Smaller class sizes and a personalized education

Supportive & guiding faculty

Diversity on campus

A sense of community

Real life experiences outside classroom

Maximum flexibility in my education

Undergrad Specific:
Campus-wide structured events

SUBSEGMENTS

Engaged / Residential

Proactive, Confident, Self-Initiates

Builds relationships with faculty/staff

Involved in student organizations and uses support services (CASA)

FEARS & FRUSTRATIONS

I fear...

It will be difficult for me to pursue a degree while working part/full time

I'm less prepared for college and lack basic life skills/college skills to succeed

I'm frustrated by ...

My timeline to completion/graduation

Mixed experiences with my teachers — good and bad

Lack of flexibility in schedule and course modality/convenience

Outdated campus and buildings

Undergrad Specific:
The divide between commuters & residents

Not knowing when events are happening on campus

Commuter

Difficulty parking on campus

Often leaves campus after classes for home or work

Not as involved on campus

ACTIONS & TOUCHPOINTS

I need to...

Acclimate to college (student experience and academic workload)

Get support from faculty, staff and CASA

Connect with other peers in my classes/program

Easily communicate with professors and support staff

Consult with academic advisors

Register for courses

Work on and/or off campus to support myself/family

Transfer

Transfer IN: Comes from UMASS system, not cut out for bigger school & looking for smaller environment

Transfer OUT: Treats FSU like a community college, gets grades up and transfers to BC/BU



Current Student



DEMOGRAPHICS Local (within 30-45 minutes)
Financially Insecure
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Faculty & Staff

CONNECTED

INVESTED

CARING

STUDENT CENTERED

PURPOSE DRIVEN

DEMOGRAPHICS 35-64
Framingham/MetroWest area
White/Caucasian

SUBSEGMENTS Web Editor / Content Author

FSU PRIDE FACTORS People (Faculty, Staff, Students)
Commitment to students
Commitment to DE&I
University growth
Serving the underserved

PERCEPTION OF FSU Diverse
Friendly
Affordable
Local
Small

I'm proud to work at FSU because of our commitment and focus on our students — we are dedicated to their success. We're talented, supportive and united by our mission to serve our students and our community.

MOTIVATION

I want...

To make a transformational impact on students lives

To feel supported by FSU

To be part of developing a reputable and equitable education

To promote and share impact of community connections (i.e. Danforth Museum)

To help students get a degree and set them up for a career path

FEARS & FRUSTRATIONS

I fear...

FSU is becoming outdated, behind the times

Not enough people know enough about FSU

I'm frustrated by ...

Success that is predicated on how to move people through based on 4 year completion

Lack of diversity in student and faculty population

Physical campus landscape for activities & events

Lack of public transportation to and from campus

Difficulty staying in touch with alumni

Programs are not flexible enough to meet the needs of students and their lifestyle

Lack of variety in our academic programs

The academic reputation of FSU

ACTIONS & TOUCHPOINTS

I need to...

Get to know students on an individual basis (they are not just a number)

Support the education and well-being of students

Help students develop soft skills such as writing, speaking, and active listening

Support students with job placements, advising and career counseling

Provide resources & opportunities such as internships to students

Support class registration

Attend or host campus events

Check emails, FSU apps and websites to keep up to date on what is happening at the school

SUBSEGMENTS

Web Editor / Content Author

Ability to easily market programs & services (program coordinator or department chair/director)

Share stories, media and what's happening at FSU in their respective areas

Need support gathering content & stories from SME's across FSU

Want to connect stories across FSU, alumni and athletic sites

Desire more freedom in page layouts and components

Desire simple platform that requires minimal steps to create content

Need photo editing/cropping capabilities

Ability to schedule an update and instant publication

Search capabilities within CMS to see what others have created



Alumni & Supporter

DISCONNECTED

GRATEFUL

SUCCESSFUL

DEMOGRAPHICS 65+
White / Caucasian

SUBSEGMENTS Pre-2000 graduates
Post-2000 graduates
Gen Z/Millennial graduates

FSU PRIDE FACTORS Quality of education
Reputation
Faculty
Great investment at low cost
University growth

OVERALL BRAND SATISFACTION Younger generations less connected

Older generations have more FSU pride but feel disconnected from newer FSU generations

I wasn't planning on going to FSU, but I'm glad I did — it changed my life. I owe the faculty and staff members for my success. I am where I am now in part because of them.

MOTIVATION

I want to...

- Feel proud of where I graduated from
- Feel supported by FSU, even after graduating
- Get a job and feel prepared for it
- Give back—by volunteering, donating, and/or hiring
- Help students with similar stories as myself succeed
- Assist students financially

FEARS & FRUSTRATIONS

I fear...

Not enough people know enough about FSU

I'm frustrated by ...

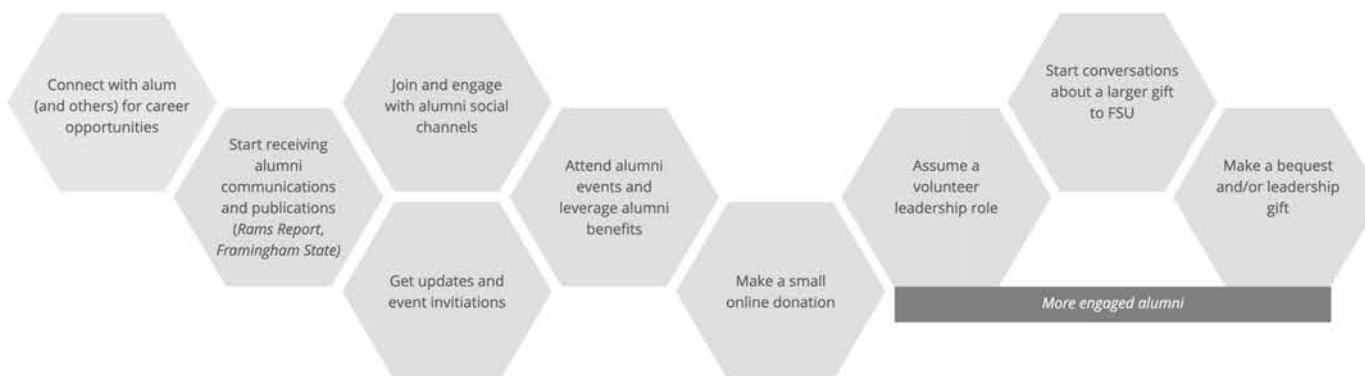
- Not knowing how to get engaged to support current students (volunteer, donate, etc.)
- Lack of FSU pride or school spirit
- The false impression that it's a commuter or suitcase school or a teaching college
- The stigma on the quality of the education because it's a state school and affordable
- The perception that it's not as competitive

ACTIONS & TOUCHPOINTS

I need to...

- Donate online, specifically money for scholarships and to support students financially
- Know what resources are available to me by talking to people and/or searching FSU's web pages and social channels
- Get a job or hire an alum using the different career and business resources available to alumni
- Make connections and network with other alumni
- Know what's happening at FSU by following its communications (web, email, social, print, etc.)
- See (and register for) alumni events online

Senior Year → Graduation → > 5 Years → 25+ Years



External Partners

Prospective Parents or Guardians

I want/need to...

Know which options are desirable and realistic for our family

Afford, or come close to affording, my child's tuition

Ensure my child gains experience to prepare them for a career right out of college

Know more about the campus, class sizes and extracurricular activities

Feel at ease knowing my child is in a supportive environment that will set them up for success

I fear...

We won't be able to pay for college and/or we might have difficulty qualifying for financial aid

My child will not finish due to difficulty balancing life, work and school

I'm frustrated by...

The cost of undergraduate degrees

The amount of paperwork and processes required to apply for college and financial aid

Current Parent or Guardian

I want/need to...

Feel confident that we chose FSU

Feel assured that FSU is preparing my child for a career and successful future

Know my child is staying on top of his education

I fear...

My child might have a tough time adjusting to college

My child might have a hard time finding a job after graduating

Having little to no visibility into my child's experience or academics

I'm frustrated by...

Times when my child can't get the courses they want/need or they aren't offered at times convenient to them

Outdated facilities and transportation difficulties

Not knowing important deadlines/events

Local Community

I want/need to...

Understand more about FSU, I don't know anything really

Know how FSU can help support or help fund our initiatives

FSU to increase awareness and

FSU to grow our audience

Promote our events & services

Partner to provide educational programs (i.e. ESL, certificate programs like the partnership with MetroWest Nonprofit Network, etc.)

Understand what value FSU offers

I fear...

My schedule is packed. I don't have time to engage

This may affect my budget

There is no campus presence or little knowledge of FSU in the downtown area, leading to disconnect and low engagement from downtown businesses.

The direct surrounding areas and towns are a wealthier population, sending children out to larger schools or private institutions, not feeding back into their local University.

There is an opportunity for FSU to engage with community organizations (NGOs, churches, etc) who have similar missions. These organizations can be a gateway for FSU to people in the local community.