IUP Strategic Planning Committee

SCOT Analysis

02.20.07

The Strategic Planning Committee participated in a SCOT analysis at its meeting on 02.20.07. The committee divided into three (3) small groups to discuss the strengths, challenges, opportunities, and threats of IUP. The following are the results of this discussion.

Strengths – Internal positive things that are under IUP's control and that IUP may take advantage of in planning.

- Dedication and quality of faculty – committed to teaching/individualized instruction*
- Size of IUP – large enough to offer variety of programs but small enough to feel part of campus community*
- Scope and breadth of program mix - variety of opportunities for students*
- Excellent technological environment*
- Honors College and Honors Program*
- New initiatives in curriculum and facilities
- Quality education at reasonable cost
- Strong liberal studies program
- Public private partnerships
- Students embrace diversity
- IUP plays a vital role in the community as a cultural resource, economic catalyst, employer, and access to education
- New and growing academic programs at the graduate level
- International students
- Centers and Institutes
- Learning Center
- Accreditations

Challenges – Internal barriers to success that are under IUP's control and that IUP may plan to improve in the future

- Recruiting quality students - declining undergraduate recruitment pool in region; need for adequate scholarships and assistantships*
- Inadequate/unmaintained facilities and programming due to balancing resources – academic/facilities*
- Research agenda – lack of time to commit to this due to faculty workload*

– Undergraduate students are not well prepared for academic and social success in college (declining SAT scores) – lack of services for underprepared students*
– Indiana community does not embrace values of the university – lack of diversity in the region *
– Funding
– Slow response
– Morale issues - underestimation of IUP's strengths
– Consistently strong academic advising – culture of advising
– Creating a cohesive administrative staff with common goals
– Physical beauty of campus
– Maintaining price of education
– Commitment of alumni (internal and external)
– Yield is low
– Curriculum approval
– Recruitment pool for faculty and staff is limited because of remote location and lack of employment opportunity for spouses
– Bureaucracy
– Student service at offices
– Unclear vision for distance education
– Outcomes assessment – student and program
– Alumni communication

Opportunities – Positive external conditions that IUP does not control but can plan to take advantage of in the future – can be considered future strengths.

– Pockets/niches of potential enrollment, e.g., international, graduate, online, specific new programs*
– Relationship with community can be enhanced through IRCC and other initiatives*
– International linkages and cooperative programs*
– Murtha Institute and similar Homeland Security initiatives*
– Research*
– Focus on the real value of the education we offer, i.e., as described in Kiplinger
– Graduate programming
– Town-gown
– National trend toward civic engagement
– Poised to create strong national reputation
– Focus on entire learning environment – better than other campuses
– Workforce education – develop programs to meet workforce needs
– Increased expectation that students will obtain a college education
– External funding – foundation
– Online learning

Threats – Negative external conditions that IUP does <u>not</u> control but can proactively minimize the effect of.

- Position as part of PASSHE as opposed to being autonomous *
- Lack of adequate financial support for PASSHE institutions*
- Demographics – declining numbers of high school graduates*
- Competition with other regional and national institutions and education alternatives for recruitment of students and faculty*
- Online programs/distance education*
- Dichotomy between administration and unions or PASSHE and unions – PASSHE doesn't adequately represent the university
- Aggressiveness of other PASSHE universities
- Loss of love affair with higher education by America
- Increasing centralization in PASSHE and its costs
- Unwarranted bad press
- Commoditization of education

* Indicates that more than one group identified this.

IUP Discussion Groups
Summary and Observations
04.13.07

Discussion groups were conducted with internal and external university stakeholders during March and April 2007. Nine (9) sessions were held with the following audiences:

- Administrators, faculty, and staff - University Planning Council, University Senate, Administrative Advisory Council, Diversity Council, Dean's Council, Managers (those with that specific job classification)
- President's Cabinet and Council of Trustees
- Council of Chairs
- Students - Student Government Association, President's Student Advisory Network, Graduate Student Assembly
- Faculty –Tenured and non-tenured faculty and Council of Graduate Coordinators
- Staff –Non-faculty unions and employees of the Research Institute, Student Cooperative Association, and Aramark
- Community and affiliate organizations - Key community leaders and representatives, Foundation Board, Alumni Board, Student Cooperative Association, Research Institute Board
- General session – Those who were unable to attend the discussion group held for their specific audience

There were a total of 111 participants in all discussion groups session. Participants discussed the six (6) draft strategic goals that had been identified by university committees. Participants were assigned to small groups to discuss ways to achieve each of the strategic goals.

The consulting team was unable to identify common themes regarding the strategic goals for specific audiences, such as faculty, students, etc., because some of the sessions were attended by stakeholders from diverse audiences. Rather, common themes among all of the discussion group sessions were identified by reviewing the verbatim summaries of responses from each session. Points that were identified by participants at three (3) or more discussion group sessions were considered to be common themes for that goal. Participant quotes are included for each goal following the common themes for that goal. In addition, observations are made regarding the discussion groups. The summary of common themes, participant quotes, and observations follows.

Academic Excellence *(DRAFT)*

− Provide distinctive and rewarding undergraduate, masters, and doctoral learning and research experiences
− Provide students with career preparation experiences
− Increase access to educational opportunities through a variety of innovative teaching and learning approaches
− Increase retention of students by supporting student academic success
− Attract and retain highly qualified, diverse faculty and support their professional development
− Increase access to international learning experiences

What are your suggestions for achieving this goal?

Common Themes

Increase the quality of advisement – put a plan in place to advance quality advising and services

Expand options for distance learning

Focus on first year program experience to prepare all incoming students with emphasis on learning strategies and career planning

Offer incentives to retain and attract quality faculty, such as professional development opportunities in teaching, research, and scholarly activity

Increase opportunities for real world career experiences outside the classroom – internships, assistantships, etc.

Expand career exploration – create a living/learning environment

Support/enhance accredited programs

Participant Quotes:

− *Find a means of engaging students in learning both in the classroom and out*
− *Establish an office or unit to serve as a central place for distance education (distance education center)*
− *Enhance advisement component in the academic setting, and provide/enhance/promote mentoring peers*

Civic Engagement *(DRAFT)*
− Develop and expand civic engagement opportunities for students, faculty, and staff − Develop strong partnerships with the local, national, and global communities − Prepare students for citizenship in the increasingly diverse yet connected world − Provide a wide variety of culturally enriching experiences for students, faculty, and staff

What are your suggestions for achieving this goal?

Common Themes

Incorporate service learning opportunities within courses in the major and promote service learning in all capacities

Include civic engagement as part of curricular requirement

Improve relationships with outside communities

Reward and recognize those who participate in civic engagement

Better coordinate and promote events offered on campus by diverse groups

Involve alumni in civic engagement

Engage the local community to come to campus for events, to access campus resources, etc.

Participant Quotes:
− *Stop a "we" and "they" atmosphere between University and Indiana residents and businesses* − *Offer credits for civic engagement and voluntary service* − *Make community aware of resources at IUP*

Marketing and Promotion *(DRAFT)*

- Elevate the visibility of IUP through implementation of an integrated marketing plan
- Promote a positive image of IUP as an institution of regional and national significance
- Identify and market successful programs that distinguish IUP regionally and nationally
- Engage all members of the university community to support IUP and advance it as an institution of higher learning
- Promote the IUP experience among students and alumni

What are your suggestions for achieving this goal?

Common Themes

Identify and promote IUP identity - promote what is unique about IUP

Engage alumni by keeping them informed and involved in the process of marketing and promotion

Promote achievements and successes to improve IUP's image

Involvement of students, faculty and staff in promotion of the university – internal marketing

Expand marketing to include state, national and international mediums

Improve relationship between IUP and the media – focus on the positive

Marketing and promoting IUP regionally through connections with local high schools

> *Participant Quotes:*
>
> - *Marketing starts from within…Internally we need to take pride in our institution.*
> - *Find better ways of learning accomplishments and achievements of university community and promote these in media outlets*
> - *Develop team of alumni to be advocates in their community for IUP (alumni ambassadors)*

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<u>Enrollment Management</u> *(DRAFT)*

– Develop and implement an enrollment management plan
– Ensure targeted enrollment growth consistent with the university vision and market conditions
– Establish a university culture that engages all members to participate in recruitment and retention efforts
– Expand recruitment and retention of diverse students
– Establish enrollment management of regional, satellite campuses

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What are your suggestions for achieving this goal?

<u>Common Themes</u>

Distance Learning – give the students more options of study

Plan of action needs to be in place, implemented, followed and continuously addressed

Engage students, faculty, staff and alumni to be involved in recruiting

Recruit more international students

Offer more scholarships

Money and resources are needed to support enrollment management

Actively recruit in both rural and urban areas to increase diversity

Exit interviews – why are the students choosing to leave IUP

Respond to what students want and market conditions – target growth based on specific disciplines

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Participant Quotes:

– *Must be built to support diversity*
– *Develop an enrollment management program based on needs for employment and future jobs*
– *Identify mechanisms to draw students to IUP from outside our traditional market*

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– Develop and implement a process to assess the achievement of the university mission and goals
– Engage all members of the university community in the process of continuous improvement
– Use assessment information to channel resources toward achievement of the university goals
– Reward continuous improvement throughout the university

What are your suggestions for achieving this goal?

Common Themes

Implement continuous evaluation processes

Accountability - reward and recognition for meeting goals and requirements and hold accountable those who are not meeting the requirements

Money and resources needed to make improvements

Benchmark with outside entities and learn from other universities - national and international universities not just state universities

Outcomes assessment plans for all areas of the university

Participant Quotes:

– *Reward and encourage ways to increase productivity*
– *Get everyone signing from "the same sheet of music"*
– *Taking a look at other universities' successes*

What are your suggestions for achieving this goal?

<u>Common Themes</u>

Make alumni want to give money and resources - keep them informed

Upgrade quality of facilities, equipment, technology and technological support

Equal upgrades need to be done for each department – very unequal

Allocation of funds where most needed

Keep students informed and involve in the development process

Outside partnering with corporations and businesses

Maintain affordable education levels

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Participant Quotes

– *Allocate funds where the return will be highest and where the market is most available*
– *Alumni pride – create a want to be involved experience*
– *Upgrade computers and library resources*

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Have any major strategic areas been overlooked in the draft goal areas?

<u>Common Themes</u>

Sense of IUP community – campus environment and culture

Communication throughout university on all levels

Enhance and promote athletics

Participant Quotes:

- *Have no sense of community*
- *We have talked a lot about need for effective communication…should or could it be mentioned more prominently somewhere within the goal?*
- *A thriving activity athletic program essential to academic excellence and marketing and promotion*

Observations

Some of the strategies identified were mentioned as ways to address more than one goal area. Strategies should be implemented that take advantage of the interrelationships between the goal areas to make a synergistic impact. These strategies include:
- − Service learning
- − Distance learning
- − First year freshman experience
- − Promoting a consistent positive image of IUP
- − Providing real world experiences for students in and outside of the classroom
- − Engaging all of university (students, faculty, staff, alumni, etc.) to support IUP

There continues to be divergent opinions regarding whether to recruit and enroll all students or to increase the quality of the students accepted. This impacts the goals academic excellence and enrollment management. The STAMATS report regarding enrollment management can serve as a guide for addressing this.

There are divergent opinions regarding whether resources and upgrades to facilities should be equal across university departments or whether allocation of resources should be targeted to where they are most needed.

Alumni were identified as key stakeholders that need to be engaged as more active participants and supporters of IUP.

There is a clear need to create a unique identify for IUP and promote a consistent image of that identify to the community – internally and externally. The STAMATS report regarding integrated marketing can serve as a guide for addressing this.

There is a need to more fully develop a sense of community at IUP. This is essential if the university community will be engaged to support and promote IUP. Engaging the university community was identified as important by discussion group participants.

There are opportunities to build relationships with the Indiana and surrounding communities through service learning, internships, economic development projects, providing community access to university resources, recruiting students from local high schools, etc.

Many positive things were identified as happening at IUP, both as an institution and among the individuals that comprise it. However, these accomplishments are not celebrated or widely known throughout the university community. It is important for these to be shared with the university community.

It was anticipated that participants would identify economic development, technology transfer, or commercialization as strategies for moving IUP forward; however, these were not identified by discussion group participants.

IUP Discussion Groups – Administrators, Faculty, and Staff Session
Summary of Responses

03.22.07

A discussion group was held on March 22, 2007 from 4:00 p.m. – 6:00 p.m. at the College Lodge. The following groups were invited to attend this session: University Planning Council, University Senate, Administrative Advisory Council, Diversity Council, Dean's Council, and Managers (those with that specific job classification). There were seventeen (17) participants in the discussion group. Refreshments were provided for participants.

Participants discussed the six (6) draft strategic goals that have been identified by university committees. Participants were assigned to small groups to discuss ways to achieve each of the strategic goals. They also discussed whether any major strategic areas had been overlooked in the draft goals. Volunteers in each group served as "co-facilitators" for each small group to keep the discussion focused. Each group recorded key points from their discussion and reported out these key points to the large group of participants.

The following are verbatim responses from the discussion group participants.

Academic Excellence *(DRAFT)*

- Provide distinctive and rewarding undergraduate, masters, and doctoral learning and research experiences
- Provide students with career preparation experiences
- Increase access to educational opportunities through a variety of innovative teaching and learning approaches
- Increase retention of students by supporting student academic success
- Attract and retain highly qualified, diverse faculty and support their professional development
- Increase access to international learning experiences

What are your suggestions for achieving this goal?

Participant Responses
- Expand internship (include career prep in classes)
- Recruit, retain, nurture talented and diverse faculty
- Support research-provide resources (equipment)
- For grad students provide equipment
- Provide opportunities for faculty development
- Revision of liberal studies program
- Increase of accredited academic programs

- Improving academic advising/ the system, not necessarily a problem of the advisors/address student-faculty ratio with regards to advising (students tend to do better when interacting with faculty
- Provision of salary comparable to experience of faculty candidates could help attract and retain diverse faculty
- Provision of funding to help support professional development of faculty (develop more adequate funding)
- Provide incentive to create additional distance education opportunities (additionally develop and cultivate collaborative efforts (like with ESU)
- Establish an office or unit to serve as a central place for distance education (distance education center)
- More systematic approach to identifying potentially at risk students and currently at risk students and better monitoring and supporting these students
- 1st year experience for all-incoming students which emphasizes learning strategies career planning
- More support for resources for student intern opportunities
- Expand exchange program to new and different colleges
- Partner with PASSHE to identify additional opportunities
- Share information and promote more internal
- Offer study courses not currently available at IUP

Civic Engagement *(DRAFT)*

- Develop and expand civic engagement opportunities for students, faculty, and staff
- Develop strong partnerships with the local, national, and global communities
- Prepare students for citizenship in the increasingly diverse yet connected world
- Provide a wide variety of culturally enriching experiences for students, faculty, and staff

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What are your suggestions for achieving this goal?

Participant Responses
- Build service learning into curriculum
- Communicate more effectively civic engagement opportunities that are available
- Invite members of various committees to participate in IUP committees and activities
- Develop/reinstate an ongoing program of invited speakers from various global communities (well-known, current events)
- Increase presence of service learning within course components and requirements (like nursing and Honors college)
- Incorporate certain number of service learning opportunities within courses in the major
- Publicize current engagement efforts being done on campus
- Have global awareness element within new course curriculum
- Increase publicity and attendance of functions sponsored by offices like international affairs
- Provide education to populations that are not as familiar with civic engagement

- Collaboration within different areas to involve entire institution (students, faculty, staff)
- Better market current civic engagement activities on campus
- Incorporate civic engagement ideas and opportunities within orientation activities (reinforce it at front end)
- Create credit bearing courses that include their activities
- Expand JOL and CSL program promotion, fund with unrestricted money
- Incorporate civic engagement activities into the liberal studies curriculum
- Expand presence to beyond regional, improve multi-state recognition
- Partner with school districts (local and beyond regional) to expand summer activities
- Bring in international conferences
- Establish areas to promote/pursue conferences to use out facilities
- Offer free room to work with conferences food
- Utilize as Elderhostle program
- Publicity for already planned or ongoing civic engagements
- More centralized collection of the many engagement activities already done- easier for students to locate
- Recognition and support to faculty integrating civic engagement into courses
- Recognition and support for students/staff doing civic engagement

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Marketing and Promotion *(DRAFT)*

- Elevate the visibility of IUP through implementation of an integrated marketing plan
- Promote a positive image of IUP as an institution of regional and national significance
- Identify and market successful programs that distinguish IUP regionally and nationally
- Engage all members of the university community to support IUP and advance it as an institution of higher learning
- Promote the IUP experience among students and alumni

What are your suggestions for achieving this goal?

Participant Responses
- Identify and market **unique** programs that distinguish IUP regionally and nationally
- Effectively market to our local school districts
- Marketing starts from within. Internally we need to take pride in our institution. Apologize too much for who and what we are not
- Word of mouth is one of the most effective marketing strategies
- Need to get our students engaged right away in their academic programs
- Market all of our successful programs. We want to market all of our programs
- Identify and market **unique** programs that distinguish IUP regionally and nationally
- Identify distinguishing features of the IUP experience and publicize those features
- Determine what sets us apart from other universities

- Develop clearer paths/modes of communication from top to all members of university regarding current priorities and objectives
- Do more promoting internally to current students the many achievements of academic excellence of current students and alumni
- Improve marketing and promotion of IUP as a center for doctoral education
- Promote RN program to earn BS.- earn second degree in an accelerated program (where placement is high target)
- Expand distance education
- Pursue teachers needing Act 48 certification a) cohort based b) various methods c) promoting what we are already good at
- Market supplemental programs: culinary school/police academy
- Expand recruitment (nationally and regionally) of minority graduate students

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Enrollment Management *(DRAFT)*

- Develop and implement an enrollment management plan
- Ensure targeted enrollment growth consistent with the university vision and market conditions
- Establish a university culture that engages all members to participate in recruitment and retention efforts
- Expand recruitment and retention of diverse students
- Establish enrollment management of regional, satellite campuses

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What are your suggestions for achieving this goal?

Participant Responses
- Expand recruitment and retention of a diverse student body
- Move beyond just total number targets for enrollments be more specific about desired outcomes (the gap between 25th and 75th percentiles)
- Use already available information to guide decisions on enrollment management
- Look at ways to effectively market to local school districts
- Recognize that everyone is a representative of IUP
- Having colleges go out and recruit students, not just relying on admissions to do it for them
- Outcomes assessment should recognize importance of retention as a component
- Add programs where possible, for example) increase programs offered via distance education
- Increase articulation agreements
- Devote resources to recruiting efforts, such as scholarships
- Communicate effectively internally to promote inclusion (in order to establish a university culture)
- Develop a sense of pride in IUP
- IUP colors on exploration
- Must be built to support diversity

- Need to work with community outside IUP to reduce/remove the town/gown division
- Establish diverse infrastructure in the area- restaurants, social centers
- Need graduate housing for families
- Specialty programs for satellite locations. Build as the uniqueness of existing programs
- Develop mechanism to capture why students are leaving and provide one on one counseling
- Exit interviews for every student leaving the university for any reason
- Expand use of alumni for avocation of IUP

Continuous Improvement *(DRAFT)*

- Develop and implement a process to assess the achievement of the university mission and goals
- Engage all members of the university community in the process of continuous improvement
- Use assessment information to channel resources toward achievement of the university goals
- Reward continuous improvement throughout the university

What are your suggestions for achieving this goal?

Participant Responses
- Improve purchasing system (streamline)
- Regarding engagement of university community in continuous improvement, cultivate divisions outside of academic affairs to be supportive of academics
- Focus on assessment of non-academic units and areas as well (include all non-academic areas within continuous assessment/improvement)
- Use resources to address areas if assessment shows need for better quality or better service
- Ensure employees are properly trained
- Every area should have an outcomes assessment plan
- Organize department staff into committees to improve their own operations. Use the experts within the department
- Establish reward mechanisms that people find rewarding
- Translate goals into what individuals departments can do
- Engage staff in addition to department heads
- Be more flexible in allocable uses of reward funds
- Pick measurable goals (not 30 goals) realistic would be nice
- Strategic plan scorecard (clearly links in same document mission, goals, supporting evidence on actual outcomes)
- If assessment information is used to channel resources, be sure the assessed outcome is what you think it is contributing to the key end goals of strategic plan

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<u>Resource Development</u> *(DRAFT)*

- Expand the financial resource base of the university through research grants, annual giving, endowment, major gifts, and outreach to alumni
- Strategically leverage resources for scholarships, programs, services, and facilities
- Provide state-of-the art facilities and technology
- Advocate to policy makers for adequate funding to meet the university mission

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What are your suggestions for achieving this goal?

<u>Participant Responses</u>
- Alumni contacts network to centralize and expand (not just soliciting money/ expanding job mentoring activities/ emphasize more role of alumni in assisting students into careers
- Identify areas not taking advantage of grant opportunities and promote participation
- Reward grant writing not only grant getting
- Leverage resources developed toward the area generating those resources
- Generously find our strength as a doctoral institution
- Communicate, celebrate, and publicize successes in grant man ship
- If the state works to own us, it needs to provide us with adequate funding or we could look at breaking away
- Encourage anyone to go after research money
- Look for funding to improve academic building, could look for private money
- Focus on importance of preventative maintenance
- Aggressively pursue donations from successful alumni (look at improve donations from alumni, get alumni more involved) (engage students earlier in the process in importance of donations)
- Need more creativity in requesting donations from alumni
- Treat our donors well to encourage continued support and help get support from others
- Expand opportunities for grad students to support teaching and service (tie to grow assistant systems)
- Partner with corporations to provide money for industry related scholarships
- Support development offices and research institute to do a better job of matching potential donors/grants with departments

Have any major strategic areas been overlooked in the draft goal areas?

<u>Participant Responses</u>
- No, what is needed next is prioritizing/simplifying of list of goals
- A thriving activity athletic program essential to academic excellence and marketing and promotion yet it does not seemed to be reinforced in the goals listed
- IUP values/ethic- needs to include protects and nurtures
- Health of the infra-structure making people feel valued and involved

- Facilities
- Maintaining a selectively high bar of academic quality of students (balancing access with academic excellence) (examine if each program should be able to determine its own admission requirements regarding GPA and test scores
- We have talked a lot about need for effective communication, should or could it be mentioned more prominently somewhere within the goals
- Marketing and promotion should be marketing, promotion, and relationship building (do not change back to institutional advancement)
- Missing -Need to be more engaged in disaster preparedness

IUP Discussion Groups – President's Cabinet and
Council of Trustees Session
Summary of Responses

03.22.07

A discussion group was held on March 22, 2007 from 1:00 p.m. – 3:00 p.m. at Sutton Hall. The following groups were invited to attend this session: the President's Cabinet and Council of Trustees. There were thirteen (13) participants in the discussion group. Refreshments were provided for participants.

Participants discussed the six (6) draft strategic goals that have been identified by university committees. Participants were assigned to small groups to discuss ways to achieve each of the strategic goals. They also discussed whether any major strategic areas had been overlooked in the draft goals. Volunteers in each group served as "co-facilitators" for each small group to keep the discussion focused. Each group recorded key points from their discussion and reported out these key points to the large group of participants.

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- Increase access to international learning experiences

What are your suggestions for achieving this goal?

Participant Responses
- Measurable objectives are key such as retention, grad rate, PASSHE
- Focus on curricular and co-curricular
- Increase retention, i.e., place testing for all
- Programs consistent with market needs (Homeland Security)
- What we offered compared
- Cover service increase
- State system score card on retention/diversity

- Identify areas that are missing
- Unique programs in PASSHE and Western PA (IMPORTANT)
- Honors college
- Differentiate oneself

Civic Engagement *(DRAFT)*

- Develop and expand civic engagement opportunities for students, faculty, and staff
- Develop strong partnerships with the local, national, and global communities
- Prepare students for citizenship in the increasingly diverse yet connected world
- Provide a wide variety of culturally enriching experiences for students, faculty, and staff

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What are your suggestions for achieving this goal?

Participant Responses
- Better coordination and promotion of events presented by diverse student organizations
- Increased student government involvement with diverse student groups
- Focus on Asian languages and culture I.E. Chinese
- More involvement in Indiana community
- More student involvement in community service
- Investment of time/effort and budget
- Practical
- Limited opportunities in Indiana county- more regionally
- Higher profile- based out of Pittsburgh
- Engage in career areas (high profile) to give up time for discussions (street smarts)
- Engage through good potential supporters
- IUP alumni-grants through networking
- Contacts with IUP alumni as part of network- (Pittsburgh/Philly)
- Forums
- Business Advising Council

Marketing and Promotion *(DRAFT)*

- Elevate the visibility of IUP through implementation of an integrated marketing plan
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- Engage all members of the university community to support IUP and advance it as an institution of higher learning
- Promote the IUP experience among students and alumni

What are your suggestions for achieving this goal?

Participant Responses
- Sports teams-positive image of IUP
- Internships are important ways to market IUP
- Keep focus on integrated marketing plan
- Develop team of alumni to be advocates in their community for IUP (alumni ambassadors)
- Develop program where students would return to their own high schools to recruit for IUP-especially during breaks, summer camps
- Continue to market through TV and radio
- Make sure student involvement in addressed
- Imperative
- Impact of advertising
- Ramp up marketing to internal and external
- "Pride factor"
- STAMATS report
- Budget-$
- Consistent and on-going process
- Negative impact-how to avoid

Enrollment Management *(DRAFT)*

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What are your suggestions for achieving this goal?

Participant Responses
- Targeted administrative criteria enrollments for special programs that are academically
- Maintain access focus and student support
- Must continue academic and residential revival to be competitive
- Need more need based scholarships
- Focus and success continued on regional campuses
- Progress in Punxsutawney
- Get more disciplined on plan
- 4+6 year graduation rates
- Missing in academic mind-set of 4 years-aspires to 4 or 41/2 years

- Differentiation- 4+6 year rates
- Goal to parents for 4 years market program- selling point

Continuous Improvement *(DRAFT)*

- Develop and implement a process to assess the achievement of the university mission and goals
- Engage all members of the university community in the process of continuous improvement
- Use assessment information to channel resources toward achievement of the university goals
- Reward continuous improvement throughout the university

What are your suggestions for achieving this goal?

Participant Responses
- Assessment- spellings commission
- Accountability
- Institutional assessment
- Culture of evidence
- Limited to financial rewards/spiritual rewards
- Incremental improvement all the time. Systematic approval for all units
- Performance funds continue to be used as reward for meeting targets
- Have contests to determine ways to save money and function more efficiently with rewards
- Culture of satisfaction surveys across all units and by all members of the community
- Reward and encourage ways to increase productivity
- Thinking "outside the box"
- Do not automate system that should be eliminated

Resource Development *(DRAFT)*

- Expand the financial resource base of the university through research grants, annual giving, endowment, major gifts, and outreach to alumni
- Strategically leverage resources for scholarships, programs, services, and facilities
- Provide state-of-the art facilities and technology
- Advocate to policy makers for adequate funding to meet the university mission

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What are your suggestions for achieving this goal?

Participant Responses
- Advocacy for annual budget
- Long way to go

- External support-ramp up
- Responding to generate more
- Alumni
- $100,000 Alcoa
- Priority work that has the potential to bring
- Stress what is important-set priorities
- Stress importance of involving president's support. PASSHE initiatives at state legislative
- Acknowledgement of unique missions of each institution in the PASSHE system
- Make sure students voices are represented in committees/groups across the university

Have any major strategic areas been overlooked in the draft goal areas?

Participant Responses
- Definition of academic excellence needs to include curricular, co-curricular and extra curricular activities

IUP Discussion Groups – Council of Chairs Session
Summary of Responses

04.04.07

A discussion group was held two sessions March 4, 2007 from 4:00 p.m. – 5:00 p.m. 4 at The Foster Dining Hall, The Oak Room. The following groups were invited to attend this session: Council of Chairs. There were eighteen (18) participants in the discussion group. Refreshments were provided for participants.

Participants discussed the six (6) draft strategic goals that have been identified by university committees. Participants were assigned to small groups to discuss ways to achieve each of the strategic goals. They also discussed whether any major strategic areas had been overlooked in the draft goals. Volunteers in each group served as "co-facilitators" for each small group to keep the discussion focused. Each group recorded key points from their discussion and reported out these key points to the large group of participants.

The following are verbatim responses from the discussion group participants.

Academic Excellence *(DRAFT)*

- Provide distinctive and rewarding undergraduate, masters, and doctoral learning and research experiences
- Provide students with career preparation experiences
- Increase access to educational opportunities through a variety of innovative teaching and learning approaches
- Increase retention of students by supporting student academic success
- Attract and retain highly qualified, diverse faculty and support their professional development
- Increase access to international learning experiences

What are your suggestions for achieving this goal?

Participant Responses
- Develop models for mentoring in the major
- Better advising – more than just curricular advising
- Feedback to students regarding their goals
- Expand career exploration
- For faculty – teach less, have more time for professional development
- Institutionalize lighter load for new faculty in creative work – like adjusting departmental workloads overall
- Assistanceships monies

- Summer programs
- Independent study money for honors programs
- Undergraduate research assistanceships
- Recruiting of funding – increase support
- Salary
- Travel
- Reduced teaching loads
- Start-up monies
- Money for visiting professionals to recruit "diverse" faculty
- Money for recruit minority people while still at Masters level / while still working on PHD
- More internships
- In each class, infuse throughout the curricular your career interests (i.e. in the sophomore seminar – recommended in new liberal studies and/or introduction to career directions that are available
- In freshman year, incorporate career exploration instruments to assess aptitude
- Increase opportunities to go out to career settings (i.e., education – business etc.) early in the freshman/sophomore years
- More funding for faculty development and reduced workload for scholarship/services
- Assessment of needs/strengths (new programs)
- Accreditation of existing programs
- Increase coop/internship experiences/job shadowing
- Admission category for career exploration versus undecided
- Support for distance education and hybrid programs (training/technical support)
- First year experience programs
- Better financial (salaries) for faculty, support for families/spouses

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Civic Engagement *(DRAFT)*

- Develop and expand civic engagement opportunities for students, faculty, and staff
- Develop strong partnerships with the local, national, and global communities
- Prepare students for citizenship in the increasingly diverse yet connected world
- Provide a wide variety of culturally enriching experiences for students, faculty, and staff

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What are your suggestions for achieving this goal?

Participant Responses
- Explore opportunities for Arts across the curriculum. Fine Arts faculty would work collaboratively with other faculty to identify how arts programming can help support the outcomes of other courses, such as history and psychology
- Bring in community for events/book clubs lead by library faculty and other students
- Career development – take students into community

- More community partnerships with center and explore opportunities to join center with similar interests to combine
- Focus on "living in this world" Making connecting links across disciplines
- Promote more opportunity for diverse groups of students to share culture and background with other "non-diverse" students and the community
- Service learning component should be required (perhaps connected to Capstone Church)
- More support for Caleb Finnegan's alternate spring break service learning department
- Distinguished speaker series
- Better commencement speakers
- Distinguished artists series
- Required extra-curricular attendance at art events, diversity events and diverse cultural events
- Strongly recommend each student have an experimental experience on campus
- Use internships
- Each student should have a field experience of some kind
- Supporting services by faculty to community giving same weight as university service
- Students get credit for civic engagement activities – build into the curriculum
- Require a certain expectation from each student for some kind of service
- Service learning components in programs, student activities, incorporated in classes/portfolios
- Freshman reader
- Establish relationships with schools/teachers
- Funding for speakers that address civic activities
- Encourage exchange programs

Marketing and Promotion *(DRAFT)*

- Elevate the visibility of IUP through implementation of an integrated marketing plan
- Promote a positive image of IUP as an institution of regional and national significance
- Identify and market successful programs that distinguish IUP regionally and nationally
- Engage all members of the university community to support IUP and advance it as an institution of higher learning
- Promote the IUP experience among students and alumni

What are your suggestions for achieving this goal?

Participant Responses
- Promoting what is really "unique" and distinctive about IUP
- Utilize redesign and develop the support for maintaining departmental website
- Focus more on positive stories such as TV/radio promotions
- Continue to support efforts to connect with school counselors. Website for counselors and advisory committees
- Market graduate/doctoral missions of IUP – five year masters "fast tracking"

- Promote across departments how other departments could contribute
- Provide funding for programs to market and recruit materials
- Increase funding for scholarships (academic)
- Increase funding for graduate assistanceships
- Improve image of IUP (party school – open enrollment – anyone can get in)
- Profiles of successful students and faculty
- Better connections to high schools and high school counselors
- Other "branches" or bases to provide certain programs
- Go where the students are
- Bring them here – give them transportation
- Use the current student as the message
- Pay for all to get hawk tattoos
- Convince our own faculty that our institution is a good place to teach
- More involvement of faculty in every process
- Improve morale – include in the processes – decrease number of changes at one time
- Improve IUP – TV program
- Hire Slippery Rocks marketer
- Better slogans than "Beyond Expectations" - "The Perfect Fit" is better

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Enrollment Management *(DRAFT)*

- Develop and implement an enrollment management plan
- Ensure targeted enrollment growth consistent with the university vision and market conditions
- Establish a university culture that engages all members to participate in recruitment and retention efforts
- Expand recruitment and retention of diverse students
- Establish enrollment management of regional, satellite campuses

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What are your suggestions for achieving this goal?

Participant Responses
- Release time for faculty who recruit
- Eliminate weekend programs in favor of Friday exploration
- More scholarships money
- Get rid of open enrollment to increase standard
- Better management of programs to which students are admitted
- Tie department enrollment to resources
- Lower enrollment levels
- Include branch campus statistics in SAT and GPA
- Coordinator of freshmen initiatives
- Require freshman seminars

- Use peers
- Require courses that address the mood
- Needs assessment and meet those needs
- Use structured academic support programs
- Test students off site – make it easier for students to e-mail here
- Resources must be tied directly into enrollment (faculty, equipment, facilities)
- Evaluate effectiveness of recruitment activities
- Faculty and department input on enrollment management program
- Money to encourage faculty recruitment
- Increase attendance on sophomore courses and enable them to register for courses they need. Therefore examine needs at end of registration have more registration cooperation in provost's office to address needs
- More flexibility in hiring temporary faculty, especially when additional courses are needed

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Continuous Improvement *(DRAFT)*

- Develop and implement a process to assess the achievement of the university mission and goals
- Engage all members of the university community in the process of continuous improvement
- Use assessment information to channel resources toward achievement of the university goals
- Reward continuous improvement throughout the university

What are your suggestions for achieving this goal?

Participant Responses
- Need merit system for faculty in addition to promotions and tenure, particularly as a way to recognize full professors
- Better ways to recognize faculty achievement
- Bigger, broader interactions with other institutions
- Develop symposiums and conferences - bring others here – get out of our own bubble
- Create, again, the Academic Council Concept
- Put money up front for curricular changes with emphasis on outcomes assessment, support improvement process along the way
- Continue sharing performance – funding "rewards" with departments
- Provide support for departments to keep records that are retrievable for us
- Provide chairs with more information
- Provide open transparent data base
- Provide evidence that events like this result in something substantive
- Outcomes assessment that helps to address continuous improvement (accreditation of programs)
- What are the university outcomes, reliance on performance indicators?
- Focus of continuous improvement on student achievement/outcome!

- Recognize as service or alternate workloads, faculty efforts on outcome assessment
- Create ways to report outcomes assessment use technology
- Increase focus on department goals, program goals and outcomes assessment
- Rewards for units that help meet university, college and department goals

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Resource Development *(DRAFT)*

- Expand the financial resource base of the university through research grants, annual giving, endowment, major gifts, and outreach to alumni
- Strategically leverage resources for scholarships, programs, services, and facilities
- Provide state-of-the art facilities and technology
- Advocate to policy makers for adequate funding to meet the university mission

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What are your suggestions for achieving this goal?

Participant Responses
- Give release time to faculty or chair for alumni work – better connections would be financially productive
- RI needs to be improved
- Foundation should help departments more with initiatives to develop better connections with their alumni
- I finally have date regarding alumni, but no time to do anything with it
- A faculty fund for student scholarships
- Improve the level of communication between foundation and rest of university
- Need to break down the barrier between faculty and departments and potential donors
- Give departments flexibility to secure donations for departmental student scholarships
- Get into the shady mortgage deal business!
- Improve strategies for alumni giving
- Improve links/connection between alumni and IUP
- Improve alumni database (addresses)
- Employee giving
- Indoctrinate students about giving
- More effective in lobbying legislators
- Channeling university resources forward
- Funding for newsletters and other connections sent to alumni for departments that result in fund raising
- Increase college budget transparency

Have any major strategic areas been overlooked in the draft goal areas?

<u>Participant Responses</u>
- Cut some of the bureaucratic red tape
- It takes three times or more for something to happen that should be done overnight
- Tenure for deans to recruit better administrators
- Focus differently in undergraduate and graduate – not the same group with same needs
- Have no sense of community
- We knew wonderful, creative things independently - but not in a shared or collaborative way
- Focus on being able to evaluate and reward or dismiss people based of their performance
- Reinforce with staff how important they are to retention and recruitment of students
- How to get rid of separation between faculty and administration
- How to improve faculty and staff morale
- Need to provide mechanism for staff development (e.g. secretary)
- Faculty workload is unacceptable
- How do we generate a greater affinity to IUP with the community
- How to streamline processes/systems (systems driven us. service driven!)

IUP Discussion Groups – Community and Affiliate organizations Session
Summary of Responses

04.02.07

A discussion group was held on April 2, 2007 from 4:00 p.m. – 6:00 p.m. at The Hub, Susquehanna Room. The following groups were invited to attend this session: Key community leaders and representatives, Foundation Board, Alumni Board, Student Cooperative Association, and Research Institute Board. There were twelve (12) participants in the discussion group. Refreshments were provided for participants.

Participants discussed the six (6) draft strategic goals that have been identified by university committees. Participants were assigned to small groups to discuss ways to achieve each of the strategic goals. They also discussed whether any major strategic areas had been overlooked in the draft goals. Volunteers in each group served as "co-facilitators" for each small group to keep the discussion focused. Each group recorded key points from their discussion and reported out these key points to the large group of participants.

The following are verbatim responses from the discussion group participants.

Academic Excellence *(DRAFT)*

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− Provide students with career preparation experiences
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− Increase retention of students by supporting student academic success
− Attract and retain highly qualified, diverse faculty and support their professional development
− Increase access to international learning experiences

What are your suggestions for achieving this goal?

Participant Responses
− What are standards for recruitment
− Be in a position to be more selective
− International faculty searches-continue
− Establish rigorous academic profiles for all coming students
− What is peer academic group
− Continue and promote international internships
− Emphasize attending conferences by faculty and students

- Increasing and funding programs –research
- Career experiences-internships
- Career services: what are the high demand skills
- Opportunities to participate in the community habitat for humanity (salvation army tutor)
- Library (technology and computers)
- Sufficient library house for graduate work
- Continue undergraduate research institute
- Attending Dave Reeds career
- Must have a balance between academics and civic world

Civic Engagement *(DRAFT)*

- Develop and expand civic engagement opportunities for students, faculty, and staff
- Develop strong partnerships with the local, national, and global communities
- Prepare students for citizenship in the increasingly diverse yet connected world
- Provide a wide variety of culturally enriching experiences for students, faculty, and staff

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What are your suggestions for achieving this goal?

Participant Responses
- Promote strong internship programs
- Develop strong partnerships with the local, **regional**, national, and global communities
- Make community aware of resources at IUP
- Develop strong collaboration between university and community vice versa
- Develop opportunities for students
- IUP there to help
- Aggressive program for international leaders to present to students
- Create a program of study for civically involved individuals
- Alumni pride- make graduates want to come back
- Students tied to community
- Community needs to be more accepting- look at IUP in positive light-benefit community-not a drain
- Some people are often reached for civic engagement and there is a need to get more students involved
- Develop strong partnerships with regional as well
- Establishing a strong relationship between the business and student world in order to increase student internship and civic involvement

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Marketing and Promotion *(DRAFT)*

- Elevate the visibility of IUP through implementation of an integrated marketing plan
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- Identify and market successful programs that distinguish IUP regionally and nationally
- Engage all members of the university community to support IUP and advance it as an institution of higher learning
- Promote the IUP experience among students and alumni

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What are your suggestions for achieving this goal?

Participant Responses
- Promote new logo
- Promote successes of student, etc
- Talk about vision-let people know about it
- Market university as small Penn State University with KCAC, hotels, restaurants, etc
- Expand away from teachers college
- Inform public of IUP strengths-nursing, business
- Look to collaborate alumni and foundation
- Word of mouth-BEST
- Promote athletic successes too
- A student section every week in the local papers (what we have going good at IUP)
- Advanced informing of events at IUP to the public (emailing events at IUP and community)
- Need to develop in good relations with the media, So when good things happen we get coverage
- Need to get IUP athletics into the Pittsburgh newspapers
- Promote the Honors College

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Enrollment Management *(DRAFT)*

- Develop and implement an enrollment management plan
- Ensure targeted enrollment growth consistent with the university vision and market conditions
- Establish a university culture that engages all members to participate in recruitment and retention efforts
- Expand recruitment and retention of diverse students
- Establish enrollment management of regional, satellite campuses

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What are your suggestions for achieving this goal?

<u>Participant Responses</u>
- Develop a enrollment management program based on needs for employment and future jobs
- Inform students about the ice rink, the bowling alley, students stay on campus on weekends
- Inform students of community activities
- Want closely with community to be sure infrastructure in place
- Careful planning involving university, township, community, borough and county
- Promote satellite campuses
- Make use of alumni groups to promote enrollment from diverse groups
- Make use of alumni to recruit through parent groups
- If your going to increase diversity you have to offer a diverse culture
- More events for international students to relate and mix with local students

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<u>Continuous Improvement</u> *(DRAFT)*

- Develop and implement a process to assess the achievement of the university mission and goals
- Engage all members of the university community in the process of continuous improvement
- Use assessment information to channel resources toward achievement of the university goals
- Reward continuous improvement throughout the university

What are your suggestions for achieving this goal?

<u>Participant Responses</u>
- Continue use of middle states or external self evaluation/assessment team
- Evaluation process by students- Am I getting my money's worth?
- Remove in effective teachers
- Accountability of faculty and staff
- Residential revival is key to continuous improvement
- Middle states process improvement to continuous improvement
- Look at students as customers and how to improve
- Focusing on students and what gets them energized
- Taking a look at other universities successes

> **Resource Development** *(DRAFT)*
>
> − Expand the financial resource base of the university through research grants, annual giving, endowment, major gifts, and outreach to alumni
> − Strategically leverage resources for scholarships, programs, services, and facilities
> − Provide state-of-the art facilities and technology
> − Advocate to policy makers for adequate funding to meet the university mission

What are your suggestions for achieving this goal?

Participant Responses
− Alumni pride-create a want to be involved experience
− Total academic and social experience that ties student to community and university and make them want to give
− Strategic plan for giving that will endow university to be self supportive- to limit dependence on state dollars
− Always maintain an affordable education by creating an IUP alumni pride
− Create concept of giving back- does not always have to be money (begin as a freshman)
− Public and private partnerships is the trend needed
− Maintain tuition at a reasonable level
− Achieving the other goals would lead to success in these areas
− Figure out why the business school is so much nicer than the other buildings on campus and apply their successes to other departments

Have any major strategic areas been overlooked in the draft goal areas?

Participant Responses
− Athletics need to be addressed
− Add majors or colleges
− Research institute under academic excellence
− Athletics
− Additional science schools
− Expanding academic profile of university
− Spirit on campus
− This is the difference between freshman doing well and getting involved all the way to alumni giving back to the community

IUP Discussion Groups - Faculty Session
Summary of Responses

03.28.07 and 03.29.07

A discussion group was held two sessions March 28, 2007 from 4:45 p.m. – 6:45 p.m. and March 29, 2007 from 1:00 p.m. to 3:00 p.m. at the The Hub, Susquehanna Room. The following groups were invited to attend this session: tenured and non-tenured faculty and the Council of Graduate Coordinators. There were six (6) participants in the discussion group on March 28 and one (1) on March 29, in an interview. Refreshments were provided for participants.

Participants discussed the six (6) draft strategic goals that have been identified by university committees. Participants were assigned to small groups to discuss ways to achieve each of the strategic goals. They also discussed whether any major strategic areas had been overlooked in the draft goals. Volunteers in each group served as "co-facilitators" for each small group to keep the discussion focused. Each group recorded key points from their discussion and reported out these key points to the large group of participants.

The following are verbatim responses from the discussion group participants.

Academic Excellence *(DRAFT)*

- Provide distinctive and rewarding undergraduate, masters, and doctoral learning and research experiences
- Provide students with career preparation experiences
- Increase access to educational opportunities through a variety of innovative teaching and learning approaches
- Increase retention of students by supporting student academic success
- Attract and retain highly qualified, diverse faculty and support their professional development
- Increase access to international learning experiences

What are your suggestions for achieving this goal?

Participant Responses
- Maintain size by admitting lower quality students
- Prepare students for 120 credit hours requirement
- Address unprepared students for graduation
- Require students to become well prepared / learn how to work in a college environment before actually admitted to the college
- Draw from western PA, make them ready for college, revisit the learning center – grant funded – to deal with students who come in unprepared

- Money for qualified faculty to retain and attract
- Reduce teaching load – teaching loads going up – pay stays the same
- Bring in grant moneys from outside
- Add liberal studies – excellent academic preparation
- Accrediting body pushes Department of Business toward more liberal study requirements
- Which university would define "who we are?"
- We splatter resources too widely – focus on fewer specializations
- We don't see goals as specific to IUP – could be any institution
- IUP's statistics used to be very high – high standards – now much lower
- Start with safety science, music education - our excellent programs to define how we are distinct
- If we're broad based – focus on liberal studies

Civic Engagement *(DRAFT)*

- Develop and expand civic engagement opportunities for students, faculty, and staff
- Develop strong partnerships with the local, national, and global communities
- Prepare students for citizenship in the increasingly diverse yet connected world
- Provide a wide variety of culturally enriching experiences for students, faculty, and staff

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What are your suggestions for achieving this goal?

Participant Responses
- Exchange programs could be increased
- Division between the university and the community – does not feel like a college town – barrier is Philadelphia Street and parking lots between town and university
- Revisit connection proposal – parks – have been discussed but nothing came of it
- Revisit service learning – students involved in service areas in community
- Draw upon alumni
- Establish funding – endowment, scholarships, grant workshops for students to support civic engagement
- Connect with non-profits
- Community service
- Post sessions as incentives
- Transcript of all service students do, like a resume of their activities
- Create awareness of how government works
- Make use of labor archives here
- Alternate spring break – service projects
- The interest is there but funding is a problem

Marketing and Promotion *(DRAFT)*

– Elevate the visibility of IUP through implementation of an integrated marketing plan
– Promote a positive image of IUP as an institution of regional and national significance
– Identify and market successful programs that distinguish IUP regionally and nationally
– Engage all members of the university community to support IUP and advance it as an institution of higher learning
– Promote the IUP experience among students and alumni

What are your suggestions for achieving this goal?

Participant Responses
– More with alumni needs to happen – IUP does a lousy job of keeping alumni informed and getting donations from them
– Better term needed – promotion and publicity instead of marketing – the word marketing may not be appropriate – it does not sit well with tenured faculty
– Partnering between alumni office and administration – need to maintain better records
– More marketing billboards
– Are current marketing efforts effective / what are the results of the current efforts
– Resources to keep in touch and keep track of alumni
– Many people in Pittsburgh do not know IUP exists / this is a problem
– Not a high profile with the general public
– Money – no one wants to pay more money but any change is going to cost money – cannot raise tuition, how do we pay for their education
– Media – getting out the right stories – deaths at IUP really do not have anything to do with the university. This is not portrayed by the media – need more focus on the positive
– Deal well internally with the issues but not externally
– Loss of faculty members – have not replaced – left over workloads for all remaining faculty increases
– Promote our "Points of Pride" thru Vice President of Institutional Affairs
– Find better ways of learning accomplishments and achievements of university community and promote carrying these in media outlets
– More frequent publications of IUP community happenings
– Do we blog more / rise website more / use more mailings?
– Disseminate more information at recruitment sessions
– Deal with pronounced cynicism that checks / undermines enthusiasm and belief in local cause
– Have administrators attend departmental meetings

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<u>Enrollment Management</u> *(DRAFT)*

- Develop and implement an enrollment management plan
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What are your suggestions for achieving this goal?

<u>Participant Responses</u>
- Find new ways to bring people in – times are changing - current ways are based on old models
- Retention, resources, recruiting – people - where are they? What do we do with them when we get them here
- Develop better relationships with students and faculty – larger departments, faculty more involved with research than students – students look to faculty many times for counseling and they are not qualified
- Hire an administrator in charge – too much dumped back on faculty
- Administrative office supporting faculty efforts since faculty have fewer resources on training to engage in recruitment
- Template – three fold brochure, and departments could provide specifics
- Organize students to participate in recruitment functions
- Retention will not succeed if students enrolled are not well prepared – no matter what efforts are made
- Faculty face conflicting pressures; on the one hand, we must maintain standards; on the other, we are asked to recruit and retain

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<u>Continuous Improvement</u> *(DRAFT)*

- Develop and implement a process to assess the achievement of the university mission and goals
- Engage all members of the university community in the process of continuous improvement
- Use assessment information to channel resources toward achievement of the university goals
- Reward continuous improvement throughout the university

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What are your suggestions for achieving this goal?

Participant Responses
- As soon as you start institutionalizing this, it becomes ineffective
- Need resources involved to continuously improve
- Same recommendation in past plans that were not implemented
- Object to Continuous Improvement – not given resources – time; get away from this terminology! Eternal Enrichment
- Tremendous gap in university goals and resources that drive them
- Pressure on us to provide empirical evidence to find our program – we feel "set up" Assessment information?
- Applaud the notion of university goals – but what are they? Slogans change too frequently
- Continuous assessment
- Have everyone singing from "the same sheet of music"

Resource Development *(DRAFT)*

- Expand the financial resource base of the university through research grants, annual giving, endowment, major gifts, and outreach to alumni
- Strategically leverage resources for scholarships, programs, services, and facilities
- Provide state-of-the art facilities and technology
- Advocate to policy makers for adequate funding to meet the university mission

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What are your suggestions for achieving this goal?

Participant Responses
- Adequate funding needed – state used to pick up 50% of cost – Pennsylvania does a lousy job
- Technology – younger faculty know more than the older faculty
- Tech support – for certain colleges better than others – sometimes have to fight for equipment
- Find more money – IUP has not made a dent in fund raising
- Administration has increased while faculty has decreased
- Serious capital campaigns with doable goals but the results is not significant, but then it only goes for the buildings
- Serious operating funds needed for the budget
- Foundations in place to do fund raising
- Public institutions are under funded and now we are being asked to come up with resources
- Agenda of how university may go more toward private rather that public concerns
- Provide state-of-art facilities
- Develop culture of philanthropy among students as future alumni

- Create a culture of enrichment – the students need to know that they deserve a good affordable education – students should lobby, should wonder where the money for their education is going – write to your congressman – organize students to lobby

Have any major strategic areas been overlooked in the draft goal areas?

<u>Participant Responses</u>
- Finance – not a focused look – needs to be something in the plan of where we get the money and how it will be allocated
- University Planning Council – was never visibly implemented – needs to be revisited
- Emphasize diversity more; give it its own category, more workshops for students
- Have classes interact through internet
- Quality of students – why so many borderline / marginal students being admitted
- Library
- No professional development emphasis; accentuate more; build on strength

IUP Discussion Groups - Staff Session
Summary of Responses

03.29.07

A discussion group was held on March 29, 2007 from 1:00 p.m. – 3:00 p.m. at the The Hub, Susquehanna Room. The following groups were invited to attend this session: Non-faculty unions and employees of the Research Institute, Student Cooperative Association, and Aramark. There were twelve (12) participants in the discussion group. Refreshments were provided for participants.

Participants discussed the six (6) draft strategic goals that have been identified by university committees. Participants were assigned to small groups to discuss ways to achieve each of the strategic goals. They also discussed whether any major strategic areas had been overlooked in the draft goals. Volunteers in each group served as "co-facilitators" for each small group to keep the discussion focused. Each group recorded key points from their discussion and reported out these key points to the large group of participants.

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− Increase access to international learning experiences

What are your suggestions for achieving this goal?

Participant Responses
− Offer more online courses above 101 level
− Offer more sections in courses
− Better promote and utilize regional campuses
− Increasing proactiveness of colloquial needs
− Train faculty on new technology for the classroom
− Enhance advisement component in the academic setting, and provide/enhance/promote mentoring peers

- Need excellent facilities to obtain academic excellence, in particular, research facilities. This helps to attract faculty and retain them
- Recruiting quality students to help increase retention
- Fund a means of engaging students in learning both in the classroom and out
- Encourage students to work on campus in the new facilities to further engage students in learning outside of the classroom
- Create a center for international information – both incoming and outgoing students
- Maintain a good ration between faculty and students as afforded by the tuition
- Improving faculty advising

Civic Engagement *(DRAFT)*

- Develop and expand civic engagement opportunities for students, faculty, and staff
- Develop strong partnerships with the local, national, and global communities
- Prepare students for citizenship in the increasingly diverse yet connected world
- Provide a wide variety of culturally enriching experiences for students, faculty, and staff

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What are your suggestions for achieving this goal?

Participant Responses
- Promote multi-culturalism rather than single groups
- Make community feel as if they are a part of IUP
- Local representatives – bring them or encourage them to be a part of Student Government Association
- Build relationships with local business by internships / assistanceships
- Determine how IUP can better serve local business in Indiana
- Promote programs that are happening on campus to community to encourage community engagement
- Actively promote and advertise when open to community for use and for events
- Offer credits for civic engagement and voluntary service
- Offer awards for civic engagement
- Involve students in university civic engagement
- Promote scholarships for civic engagement
- Provide resources / workshops for faculty and staff to understand international and diverse student populations
- Promote service learning in all capacities
- Invite community leaders to present to students; business men, politicians
- Utilize Kovalchick Center to promote community interest as well as IUP, which could increase recruitment
- Stop a "we" and "they" atmosphere between University and Indiana residents and businesses
- Create opportunities for students and staff to interact more outside of office environment

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Marketing and Promotion *(DRAFT)*

- Elevate the visibility of IUP through implementation of an integrated marketing plan
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- Identify and market successful programs that distinguish IUP regionally and nationally
- Engage all members of the university community to support IUP and advance it as an institution of higher learning
- Promote the IUP experience among students and alumni

What are your suggestions for achieving this goal?

Participant Responses
- Market on a regional, national and international level
- Market our strengths – affordability, small town, mentality that students matter, small intimate campus, top rate programs, new housing
- Market to our own communities and high schools within IUP area
- Reach out to alumni who may have younger siblings or children
- Market total experience – time admission visits with activities on campus to give potential students a taste of student life
- Increase area / region for marketing IUP – out of state (OH, VA)
- Branding – colors and logo – identity
- Identify each college; e.g. Steinway. Do something to focus on each college
- Engage alumni to speak to students to share experiences and ideas
- Identify and promote image
- Honor donors
- Promote/advertise positive achievements on campus of students, faculty, etc.
- Promote the branding of the university. GO HAWKS!
- Consider more national and international reputation
- Nurture relationships with high school counselors
- Nationalize varsity sports – maybe Division 1
- Use the features of the Web to promote IUP's status

Enrollment Management *(DRAFT)*

- Develop and implement an enrollment management plan
- Ensure targeted enrollment growth consistent with the university vision and market conditions
- Establish a university culture that engages all members to participate in recruitment and retention efforts
- Expand recruitment and retention of diverse students
- Establish enrollment management of regional, satellite campuses

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What are your suggestions for achieving this goal?

<u>Participant Responses</u>
− Utilize and promote regional and branch campuses
− Target local high schools on career day
− Develop programs to provide religious, personal, cultural and ethic needs while away from home
− Advertise in larger cities
− Increase alliances with community colleges
− Distance education
− Community college collaborate agreements and reciprocal agreements
− Quality and adequate space for growth academic and living
− Course curriculums to stay "up to date" professors to do more research and time for advising
− Be sensitive to student trends to move resources to the programs that students are requesting
− Giving more efforts to understand how international students gain recruitment information
− Bring in renowned speakers to provide information regarding retention
− Continue to modify course / program offerings to attract students
− Reach out to counselors and students by sophomore year in high school
− Many marketing items
− Utilize alumni ambassadors club to promote personal contact during recruitment

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<u>Continuous Improvement</u> *(DRAFT)*

− Develop and implement a process to assess the achievement of the university mission and goals
− Engage all members of the university community in the process of continuous improvement
− Use assessment information to channel resources toward achievement of the university goals
− Reward continuous improvement throughout the university

What are your suggestions for achieving this goal?

<u>Participant Responses</u>
− Step outside of the university environment to benchmark with outside entities
− Provide forums or means to accept suggestions from university community members – also provide a means of acknowledgement for suggestions
− Make all members of university community fell engaged in university change and happen
− Be more engaged with national and international university community, not just state universities
− Engage third party experts to assess current business practices
− Conduct exit interviews with random students at various intervals (who?)
− Incorporate quality benchmarks into tenured faculty positions for continuous improvements
− Establish and maintain budget resources for continuous professional development

- Be consistent with hiring requirements (i.e. education requirements)
- Goals must be constantly retrievable and ready
- All major departments should have an assessment plan with goals being reevaluated
- Utilize middle states assessment on a yearly basis
- Rewards could include funding for professional development
- Educate university about different assessment instruments – being aware of what the professional standards may be
- Make improvements to public / university known – perhaps in a university publication
- Suggestion box

Resource Development *(DRAFT)*

- Expand the financial resource base of the university through research grants, annual giving, endowment, major gifts, and outreach to alumni
- Strategically leverage resources for scholarships, programs, services, and facilities
- Provide state-of-the art facilities and technology
- Advocate to policy makers for adequate funding to meet the university mission

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What are your suggestions for achieving this goal?

Participant Responses
- Continue to improve lecture halls through renovations, new equipment and technology (renovations of buildings such as Leonard, Keith, Wilson, etc.)
- Create a committee or team to discuss scholarships, programs, services and facilities throughout the university community (communication)
- Improve dormitories and facilities
- Build relationships with alumni to create scholarships and endowments – provide recognition as well
- Better utilize inside resources
- Allocate funds where the return will be highest and where the market is most available – continuous assessments
- Expand private and public partnerships
- Establish as Professional School (i.e. Pharmacy, Engineering, Law…)
- Monitor fees to ensure proper use for current needs
- Consider increase in tuition and fees in order to keep up with inflation – can possibly do this through advocacy to policy makers to increase tuition
- Be more aware of the performance funding formula
- Provide more need based scholarships rather that merit scholarships – more average
- Improve consistency of technology across campus
- Experts mentoring faculty and staff at art of grant writing – for academic areas
- Promote accomplishments of alumni and university in IUP magazine to make alumni want to give

Have any major strategic areas been overlooked in the draft goal areas?

<u>Participant Responses</u>
– Make the students feel connected. Hear their opinions and provide assistance to freshman for transition to university life, and near what they would like to see implemented
– Sense of IUP / community?
– Sense of spirit?
– Embracing culture of living / learning environment
– The first year experience – impacts retention and marketing

IUP Discussion Groups - Student Session
Summary of Responses

03.27.07

A discussion group was held on March 27, 2007 from 11:30 a.m. – 1:30 p.m. at the The Hub, Allegheny Room. The following groups were invited to attend this session: Student Government Association, President's Student Advisory Network, and Graduate Student Assembly.   There were ten (10) student participants and six (6) administrative staff in the discussion group. Refreshments were provided for participants.

Participants discussed the six (6) draft strategic goals that have been identified by university committees. Participants were assigned to small groups to discuss ways to achieve each of the strategic goals. They also discussed whether any major strategic areas had been overlooked in the draft goals. Volunteers in each group served as "co-facilitators" for each small group to keep the discussion focused. Each group recorded key points from their discussion and reported out these key points to the large group of participants.

The following are verbatim responses from the discussion group participants.

<u>Academic Excellence</u> *(DRAFT)*

− Provide distinctive and rewarding undergraduate, masters, and doctoral learning and research experiences
− Provide students with career preparation experiences
− Increase access to educational opportunities through a variety of innovative teaching and learning approaches
− Increase retention of students by supporting student academic success
− Attract and retain highly qualified, diverse faculty and support their professional development
− Increase access to international learning experiences

What are your suggestions for achieving this goal?

<u>Participant Responses</u>
− Diversity council is a plus and in action
− Need a plan for advancing services and quality advising
− More available services of required courses in the major!!! Within all semesters
− Help monetarily and connecting for "study abroad" International learning experiences
− Helping give the confidence to solidify a major and "take off" excel within their field
− Admission criteria should be strengthened, especially GPA
− More scholarships

- Require recommendation letters – students want to go to school with other students who want to be here
- Require two page essay – now optional – Topic – what can I contribute to IUP
- Explore independent study options and more opportunities for faculty/student interactions
- Peer reviewed student publications
- More awards for academic success

Civic Engagement *(DRAFT)*

- Develop and expand civic engagement opportunities for students, faculty, and staff
- Develop strong partnerships with the local, national, and global communities
- Prepare students for citizenship in the increasingly diverse yet connected world
- Provide a wide variety of culturally enriching experiences for students, faculty, and staff

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What are your suggestions for achieving this goal?

Participant Responses
- "Student groups"…develop a network…that wealth
- Work with financial resources in the community to help lighten financial load
- More opportunities to volunteer
- Acknowledge those who have gone out of their way (students and graduates)
- "Vamp" up connecting for these experiences "community of scholars
- Leadership workshop for students every fall – student life to coordinate
- More awards for students who provide service
- Required first year experience courses
- Foster more opportunities for student engagement and service
- Encourage more involvement in student organizations through coordinated events such as Diversity Day
- Follow up with students is important
- Challenge – how to communicate to students such as promoting use of calendar
- Timing events sensitive to student needs

Marketing and Promotion *(DRAFT)*

- Elevate the visibility of IUP through implementation of an integrated marketing plan
- Promote a positive image of IUP as an institution of regional and national significance
- Identify and market successful programs that distinguish IUP regionally and nationally
- Engage all members of the university community to support IUP and advance it as an institution of higher learning
- Promote the IUP experience among students and alumni

What are your suggestions for achieving this goal?

<u>Participant Responses</u>
- "Rampant" internally and externally to spread image ease her at home…then be secure
- Promotions to the outside
- Build up the financial and "status" of our local town to impact the college…not just Pittsburgh
- Create a more academic environment for the esteem
- Student ambassadors going back to their high schools to recruit -
- Ensure that these students are oriented and have information
- Look at ROTC recruiting practices
- More billboards in Philadelphia and in other parts of the state
- Important to market to both students and parents

<u>Enrollment Management</u> *(DRAFT)*

- Develop and implement an enrollment management plan
- Ensure targeted enrollment growth consistent with the university vision and market conditions
- Establish a university culture that engages all members to participate in recruitment and retention efforts
- Expand recruitment and retention of diverse students
- Establish enrollment management of regional, satellite campuses

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What are your suggestions for achieving this goal?

<u>Participant Responses</u>
- Better job at targeting outside – expand with advertising
- Offering more with transportation connections
- Promote the graduate program more…ambassador finally initiated
- Draw more international students
- Create more online courses for options
- Improve financial aid and work with the state – need eased scholarships and aid
- Sibling week end
- Explore having Hillel Center to attract more Jewish students
- Freshman first year experience required for all students
- Address discrimination since it negatively impacts retention
- Active recruitment in urban/rural areas to increase diversity
- High school admits invited to spend week end in the dorm with IUP student

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Continuous Improvement *(DRAFT)*

 – Develop and implement a process to assess the achievement of the university mission and goals
 – Engage all members of the university community in the process of continuous improvement
 – Use assessment information to channel resources toward achievement of the university goals
 – Reward continuous improvement throughout the university

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What are your suggestions for achieving this goal?

Participant Responses
 – University goals need to be revised and put out/promoted
 – University and departments need to do the same and unite
 – Currently the goals do not incorporate the students as a first and should
 – Encourage safe zone training for graduate students
 – Students help to beautify the campus: plant trees, plant flowers. Examples: "Clean with the Dean"; downtown cleanups
 – Support dollars for students to attend supplemental events off campus
 – Encourage faculty to including paid undergraduate students in grants
 – Encourage faculty – student interactions outside the classroom

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Resource Development *(DRAFT)*

 – Expand the financial resource base of the university through research grants, annual giving, endowment, major gifts, and outreach to alumni
 – Strategically leverage resources for scholarships, programs, services, and facilities
 – Provide state-of-the art facilities and technology
 – Advocate to policy makers for adequate funding to meet the university mission

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What are your suggestions for achieving this goal?

Participant Responses
 – Facilities…remodel!!! They are uneven…quality – how to be corrected? Financially…ownerships
 – "Shortage of faculty"
 – Involve students to help and offer money/resources to faculty to help offer programs
 – Course scheduling priorities need to be examined so that seniors can graduate in four years
 – Need more scholarships and financial aid
 – Upgrade computers and library resources

Have any major strategic areas been overlooked in the draft goal areas?

<u>Participant Responses</u>
– More student input – students need an adequate voice – more student involvement
– Marketing and promotion – students want to know what their money goes for…what the student is being charged for
– Quality of facilities being uneven – one hall may be high quality and another poor quality
– Heated sidewalks

**IUP Discussion Groups – Community and Affiliate organizations Session
Summary of Responses**

04.02.07

A discussion group was held on April 2, 2007 from 4:00 p.m. – 6:00 p.m. at The Hub, Susquehanna Room. The following groups were invited to attend this session: Key community leaders and representatives, Foundation Board, Alumni Board, Student Cooperative Association, and Research Institute Board. There were twelve (12) participants in the discussion group. Refreshments were provided for participants.

Participants discussed the six (6) draft strategic goals that have been identified by university committees. Participants were assigned to small groups to discuss ways to achieve each of the strategic goals. They also discussed whether any major strategic areas had been overlooked in the draft goals. Volunteers in each group served as "co-facilitators" for each small group to keep the discussion focused. Each group recorded key points from their discussion and reported out these key points to the large group of participants.

The following are verbatim responses from the discussion group participants.

Academic Excellence *(DRAFT)*

− Provide distinctive and rewarding undergraduate, masters, and doctoral learning and research experiences
− Provide students with career preparation experiences
− Increase access to educational opportunities through a variety of innovative teaching and learning approaches
− Increase retention of students by supporting student academic success
− Attract and retain highly qualified, diverse faculty and support their professional development
− Increase access to international learning experiences

What are your suggestions for achieving this goal?

Participant Responses
− What are standards for recruitment
− Be in a position to be more selective
− International faculty searches-continue
− Establish rigorous academic profiles for all coming students
− What is peer academic group
− Continue and promote international internships
− Emphasize attending conferences by faculty and students

- Increasing and funding programs –research
- Career experiences-internships
- Career services: what are the high demand skills
- Opportunities to participate in the community habitat for humanity (salvation army tutor)
- Library (technology and computers)
- Sufficient library house for graduate work
- Continue undergraduate research institute
- Attending Dave Reeds career
- Must have a balance between academics and civic world

Civic Engagement *(DRAFT)*

- Develop and expand civic engagement opportunities for students, faculty, and staff
- Develop strong partnerships with the local, national, and global communities
- Prepare students for citizenship in the increasingly diverse yet connected world
- Provide a wide variety of culturally enriching experiences for students, faculty, and staff

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What are your suggestions for achieving this goal?

Participant Responses
- Promote strong internship programs
- Develop strong partnerships with the local, **regional**, national, and global communities
- Make community aware of resources at IUP
- Develop strong collaboration between university and community vice versa
- Develop opportunities for students
- IUP there to help
- Aggressive program for international leaders to present to students
- Create a program of study for civically involved individuals
- Alumni pride- make graduates want to come back
- Students tied to community
- Community needs to be more accepting- look at IUP in positive light-benefit community-not a drain
- Some people are often reached for civic engagement and there is a need to get more students involved
- Develop strong partnerships with regional as well
- Establishing a strong relationship between the business and student world in order to increase student internship and civic involvement

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<u>Marketing and Promotion</u> *(DRAFT)*

–   Elevate the visibility of IUP through implementation of an integrated marketing plan
–   Promote a positive image of IUP as an institution of regional and national significance
–   Identify and market successful programs that distinguish IUP regionally and nationally
–   Engage all members of the university community to support IUP and advance it as an institution of higher learning
–   Promote the IUP experience among students and alumni

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What are your suggestions for achieving this goal?

<u>Participant Responses</u>
–   Promote new logo
–   Promote successes of student, etc
–   Talk about vision-let people know about it
–   Market university as small Penn State University with KCAC, hotels, restaurants, etc
–   Expand away from teachers college
–   Inform public of IUP strengths-nursing, business
–   Look to collaborate alumni and foundation
–   Word of mouth-BEST
–   Promote athletic successes too
–   A student section every week in the local papers (what we have going good at IUP)
–   Advanced informing of events at IUP to the public (emailing events at IUP and community)
–   Need to develop in good relations with the media, So when good things happen we get coverage
–   Need to get IUP athletics into the Pittsburgh newspapers
–   Promote the Honors College

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<u>Enrollment Management</u> *(DRAFT)*

–   Develop and implement an enrollment management plan
–   Ensure targeted enrollment growth consistent with the university vision and market conditions
–   Establish a university culture that engages all members to participate in recruitment and retention efforts
–   Expand recruitment and retention of diverse students
–   Establish enrollment management of regional, satellite campuses

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What are your suggestions for achieving this goal?

<u>Participant Responses</u>
– Develop a enrollment management program based on needs for employment and future jobs
– Inform students about the ice rink, the bowling alley, students stay on campus on weekends
– Inform students of community activities
– Want closely with community to be sure infrastructure in place
– Careful planning involving university, township, community, borough and county
– Promote satellite campuses
– Make use of alumni groups to promote enrollment from diverse groups
– Make use of alumni to recruit through parent groups
– If your going to increase diversity you have to offer a diverse culture
– More events for international students to relate and mix with local students

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<u>Continuous Improvement</u> *(DRAFT)*

– Develop and implement a process to assess the achievement of the university mission and goals
– Engage all members of the university community in the process of continuous improvement
– Use assessment information to channel resources toward achievement of the university goals
– Reward continuous improvement throughout the university

What are your suggestions for achieving this goal?

<u>Participant Responses</u>
– Continue use of middle states or external self evaluation/assessment team
– Evaluation process by students- Am I getting my money's worth?
– Remove in effective teachers
– Accountability of faculty and staff
– Residential revival is key to continuous improvement
– Middle states process improvement to continuous improvement
– Look at students as customers and how to improve
– Focusing on students and what gets them energized
– Taking a look at other universities successes

> **<u>Resource Development</u>** *(DRAFT)*
>
> – Expand the financial resource base of the university through research grants, annual giving, endowment, major gifts, and outreach to alumni
> – Strategically leverage resources for scholarships, programs, services, and facilities
> – Provide state-of-the art facilities and technology
> – Advocate to policy makers for adequate funding to meet the university mission

What are your suggestions for achieving this goal?

<u>Participant Responses</u>
– Alumni pride-create a want to be involved experience
– Total academic and social experience that ties student to community and university and make them want to give
– Strategic plan for giving that will endow university to be self supportive- to limit dependence on state dollars
– Always maintain an affordable education by creating an IUP alumni pride
– Create concept of giving back- does not always have to be money (begin as a freshman)
– Public and private partnerships is the trend needed
– Maintain tuition at a reasonable level
– Achieving the other goals would lead to success in these areas
– Figure out why the business school is so much nicer than the other buildings on campus and apply their successes to other departments

Have any major strategic areas been overlooked in the draft goal areas?

<u>Participant Responses</u>
– Athletics need to be addressed
– Add majors or colleges
– Research institute under academic excellence
– Athletics
– Additional science schools
– Expanding academic profile of university
– Spirit on campus
– This is the difference between freshman doing well and getting involved all the way to alumni giving back to the community

IUP Discussion Groups - General Session
Summary of Responses

03.20.07

A discussion group was held on March 20, 2007 from 2:00 p.m. – 4:00 p.m. at the Crimson Events Center, Folger Dining Hall. The following groups were invited to attend this session: Session for those who are unable to attend the discussion group that is scheduled for their specific audience. There were sixteen (16) participants in the discussion group. Refreshments were provided for participants.

Participants discussed the six (6) draft strategic goals that have been identified by university committees. Participants were assigned to small groups to discuss ways to achieve each of the strategic goals. They also discussed whether any major strategic areas had been overlooked in the draft goals. Volunteers in each group served as "co-facilitators" for each small group to keep the discussion focused. Each group recorded key points from their discussion and reported out these key points to the large group of participants.

The following are verbatim responses from the discussion group participants.

Academic Excellence *(DRAFT)*

− Provide distinctive and rewarding undergraduate, masters, and doctoral learning and research experiences
− Provide students with career preparation experiences
− Increase access to educational opportunities through a variety of innovative teaching and learning approaches
− Increase retention of students by supporting student academic success
− Attract and retain highly qualified, diverse faculty and support their professional development
− Increase access to international learning experiences

What are your suggestions for achieving this goal?

Participant Responses
− In access to learning and research resources
− Closer relationship between career services and alumni to better track results
− More classes taught by individuals from giving real world experiences rather than by only academic professors
− Incorporate job shadow/practicum graduate requirement
− Increase advising/peer tutoring programs
− Increase faculty ability to advise-maybe provide faculty release time

- Make these statements in language that will speak to students
- Make these opportunities (1,5,6) fundraising priorities
- Enhance opportunities (1) with additional funding
- Offer faculty mentorship opportunities in research (release time for faculty)
- Recognition from university locally to statewide for research accomplishments
- Expand distance learning options (multi-media ex: WIMBA)
- Living/learning environment
- 1st year programming experience
- Target wider support for difficult majors
- Improve advising
- Undecided majors-separate "advisement"
- Entry level advising- centers- needs to be consistent
- Staff with permanent advisors mentoring with peer advisors
- Graduate programming and resources
- Increasing opportunities for internships/externships/study abroad "experiential learning"
- Distance education- modalities of distance learning
- Library Resources and all other resources

Civic Engagement *(DRAFT)*

- Develop and expand civic engagement opportunities for students, faculty, and staff
- Develop strong partnerships with the local, national, and global communities
- Prepare students for citizenship in the increasingly diverse yet connected world
- Provide a wide variety of culturally enriching experiences for students, faculty, and staff

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What are your suggestions for achieving this goal?

Participant Responses
- Define community as Pittsburgh region rather than just Indiana County
- Engage in economic revival effort of the region
- Build partnerships that allow national/global experience/connections e.g. Pittsburgh corporate access, international companies
- Response 4 expect progress/suggestions from the university diversity council
- To be a national player, think and act like a national player
- Support diverse groups with events so that students can appreciate those cultures after graduation
- Promote more events during week/work day vs. evenings/weekends
- Distribute information/invites via regular mail (more personal) (one per office)
- Bring back "Indiana Y-Cup" sponsored by YMCA-team competitions- IUP vs. S&T, Hospital etc. in bowling, volleyball, etc.
- Institute a community service requirement for graduation (I.E.-4 hours)
- Citizenship-is this literal- as in a foreign student applying for as citizenship?

- Increase the sorority/fraternity community involvement standards/requirements
- Encourage faculty to include community involvement in their student assignment
- Focus class curriculum on community issue 1, local government issues etc.
- Endowed lecture series
- Show civic engagement by individuals
- University-more regional involvement
- 250 yr. Pittsburgh celebration
- Diabetes Clinic
- Define civic engagement as a university
- Space
- Common freshman reader engage community
- First year student parents
- Liberal studies

Marketing and Promotion *(DRAFT)*

- Elevate the visibility of IUP through implementation of an integrated marketing plan
- Promote a positive image of IUP as an institution of regional and national significance
- Identify and market successful programs that distinguish IUP regionally and nationally
- Engage all members of the university community to support IUP and advance it as an institution of higher learning
- Promote the IUP experience among students and alumni

What are your suggestions for achieving this goal?

Participant Responses
- Top down approach to increase faculty/staff/employee pride in university
- Consistent message and branding internally-externally
- Presentation of how we market (professional)
- Target markets
- More advertising
- Publications of success of faculty/staff/students
- Coordination of data from alumni to support IUP
- Train students to be alumni
- Promote fee and students making presentations at regional and national events
- Promote IUP distinguished Alumni in different media regional and nationally
- Promote achievements that will engage alumni and prospective students
- Clarify what is meant by IUP experience
- A comprehensive in-depth assessment of alumni attitudes, needs and views
- Institute a real, substantive CQI process that examines the processes for potential breakdowns, successes (admissions, advising, etc)

- Feature outstanding achievements of faculty & alumni as evidence of quality and to attract students
- Where is the marketing/programming component for our senior population? Demographics support this consistency as a major group

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Enrollment Management *(DRAFT)*

- Develop and implement an enrollment management plan
- Ensure targeted enrollment growth consistent with the university vision and market conditions
- Establish a university culture that engages all members to participate in recruitment and retention efforts
- Expand recruitment and retention of diverse students
- Establish enrollment management of regional, satellite campuses

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What are your suggestions for achieving this goal?

Participant Responses
- AVP enrollment culture
- Put into space mechanisms
- Formal format-framework
- Enrollment management- all 4 year experience
- Staff appropriately with professionals
- Target areas-discipline
- Current all numbers driven
- Job placements and job opportunities
- Exit interviews
- Why aren't quality students coming to IUP
- Enhance website
- Encourage students/faculty/staff and alumni to promote IUP
- Identify mechanisms to draw students to IUP from outside our traditional market
- Increase foreign exchange programs
- Increase faculty/staff morale(particularly within student services areas)
- Create segmented plan for attracting and retaining diverse students, undergraduate students, and graduate students that speak to their specific cultures and needs ex) presidential revival for undergrad, irrelevant to graduate
- Follow our students throughout their admissions process and place with services to address their needs i.e. caseworkers for first year students by creating enrollment management office "one stop shop" for freshman
- Diversity staff to reflect desired diversity of community
- Satellite campuses will grow as services and image of central campus improves

> ### Continuous Improvement *(DRAFT)*
>
> – Develop and implement a process to assess the achievement of the university mission and goals
> – Engage all members of the university community in the process of continuous improvement
> – Use assessment information to channel resources toward achievement of the university goals
> – Reward continuous improvement throughout the university

What are your suggestions for achieving this goal?

Participant Responses
– Each division and department should have their own mission statement and goals
– Encourage communication between departments
– Develop a faculty, staff, administration program that promotes communication/understanding among all strata of the university and community i.e. retreats, work/Continuous Quality Improvement teams etc.
– Require some form of university service
– Provide for awareness of service opportunities on campus
– Increase accountability measures on the department level
– Increase faculty/staff morale
– Open up professional development to all staff
– One of the driving forces of liberal studies curriculum
– Improve communication between and among employees at all levels
– Need long term vision and commitment from multiple administration
– Coordinate institutional effort for assessment
– Communication as to outcomes
– Implementation is key
– Feedback for information
– Discussions have to go beyond to share information
– Program review- 5 year how we can better use the report and information for discussion making
– Create a stakeholder for improvement
– Culture of evidence transpiring
– Image of faculty/staff and students
– Campus-wide trouble shooting

> **Resource Development** *(DRAFT)*
>
> – Expand the financial resource base of the university through research grants, annual giving, endowment, major gifts, and outreach to alumni
> – Strategically leverage resources for scholarships, programs, services, and facilities
> – Provide state-of-the art facilities and technology
> – Advocate to policy makers for adequate funding to meet the university mission

What are your suggestions for achieving this goal?

Participant Responses
– Expand information, library, research resource
– Teach students to become connected and alumni
– Broaden opportunities
– Increase/broaden area of corporate giving regional and national
– Relate academic goals to facilities'
– Learning facilities needs for grants
– Transparency of research institute information
– Know what alumni values and match IUP goals with their priorities
– Provide more resources to alumni so that they may be inclined to give back
– Follow up services to alumni
– Stronger partnerships with corporate community
– Offer recognition to alumni who provide internship, career opportunities, etc.
– Create corporate relationships to build new facilities on campus ex) PSU's career services building is called Bank of America Career Services Center
– Maintain current initiatives- Steinway, Kovalchick Convention and Athletic Complex, Eberely/Cogswell

Have any major strategic areas been overlooked in the draft goal areas?

Participant Responses
– Include and respect constituencies as equal stakeholders (respect among as well)
– Create a culture of services leadership-promote ideology of a servant leader
– Campus culture
– Decide between getting larger or getting better and made clear
– Campus environment-(physical)
– Campus culture (Greek society, curricular and co-curricular activities)

IUP Key Stakeholder Interviews
Common Themes

03.05.07

Tripp Umbach and Collective Impact conducted interviews with 28 key stakeholders identified by the IUP Steering Committee during the last two weeks of February 2007. The purpose of the interviews was to obtain input from key university stakeholders to help assess the university's position and identify ways in which the university can move forward into the future. Specifically, questions were asked to supplement the SCOT analysis in which the Strategic Planning Committee participated at its meeting on February 20, 2007 and to obtain input on the future vision for IUP. Questions were also asked regarding the draft strategic goals to gain an understanding of the meaning of these goals and ways to achieve them. Input on the strategic goals was reviewed and synthesized with feedback received on the goals from various audiences to make recommendations for revisions to the goals.

The following summary describes common themes expressed in the interviews.

SCOT Analysis

Strengths – Internal positive things that are under IUP's control and that IUP may take advantage of in planning.

- Quality of the faculty
    - Quality in terms of scholarship and qualifications
    - Actively involved in their respective fields and diverse in discipline backgrounds
    - Committed to the institution
    - Accessible to students and relate to them well
    - Faculty-based instruction
- Breadth of program mix - variety of opportunities for students
- Quality of education
- Quality of staff
    - Passion and commitment to the institution
    - Committed to student success
    - Approachable by students
- More student-centered relative to other campuses
- Innovative leadership
- Safe environment
- A large but manageable size campus

Challenges – Internal barriers to success that are under IUP's control and that IUP may plan to improve in the future

– Recruiting and retaining quality students
– Outdated facilities
– Inadequate funding due to shrinking resource base
– Branding and marketing the university - lack of identity
– Lacking a strategic plan

Opportunities – Positive external conditions that IUP does <u>not</u> control but can plan to take advantage of in the future – can be considered future strengths.

– Niches of potential enrollment, e.g., international, graduate, online, specific new programs
– Relationships and linkages with community (regionally, nationally, and internationally)
– Poised to create a strong brand image for marketing
– Online learning and distance education
– Potential to increase outside funding from philanthropic giving, research, fund-raising, etc.
– Potential to grow graduate programming
– Workforce education – develop programs to meet workforce needs
– Research opportunities

Threats – Negative external conditions that IUP does <u>not</u> control but can proactively minimize the effect of.

– Physical space limitations to grow
– Position as part of PASSHE as opposed to being autonomous
– Lack of adequate financial support for PASSHE institutions
– Demographics – declining undergraduate base
– Indiana community does not embrace values of the university
– Competition with other regional and national institutions and education alternatives for recruitment of students and faculty
– Poor image of university (e.g., party school)
– Rural location – isolation and lack of diversity
– Lack of name recognition compared to other universities
– Stagnant economy
– Cost of higher education

Strategic Goals

Academic Excellence and Quality

What does this mean?
- Offering quality programs and opportunities for students that are affordable
- Ensuring output is as good as input – particularly regarding graduation, employability, and readiness for workforce upon graduation
- Providing well-rounded education that increases knowledge and critical thinking
- Providing co-curricular, "real world" experiences in and out of the classroom
- Providing students with an excellent faculty with prestigious backgrounds

What are ways to achieve this goal?
- Recruit high quality students
- Provide support to students to help them succeed
- Offer new, high quality programs that reflect an up-to-date curriculum
- Provide opportunities to strengthen the classroom experience, such as internships
- Increase enrollment at the graduate level
- Promote university as an academically excellent institution
- Maintain high quality faculty by offering competitive pay and benefits
- Provide support and research opportunities to faculty (professional development opportunities)
- Evaluate programs
- Ensure adequate technology to support education

Divergent opinions
- Recruiting quality students v. recruiting a broad range of students and providing support services to retain them

Citizenship and Civic Engagement

What does this goal mean?
- Cultivating volunteerism and commitment among students to "give back" to the community
- Interacting with local community to be viewed as "friendly partner"
- Encouraging respect for others and diversity
- Preparing students for citizenship by instilling concept of "university citizen" – like being a citizen of state or nation
- Having knowledge of the county, the institution, the community, and the culture

What are ways to achieve this goal?
- Develop stronger partnerships in the community with businesses and community leaders
- Implement service learning program – volunteer requirement for students

- Develop curricular-based citizen and civic engagement opportunities for students
- Provide leadership opportunities for students
- Develop a culture that celebrates differences and cultivates diversity
- Open doors to the public by making university resources available to the community and sponsoring events for the community
- Increase focus on global and international education
- Challenge students, faculty, and staff to service and recognize them for it

Divergent opinions
- Regional v. national/international focus

Enrollment Management

What does this goal mean?
- All aspects of student recruitment, enrollment, retention, and graduation
- Controlled and positive growth – targeted goals based on market conditions and plan to meet those goals
- Increase numbers by selected disciplines to reach capacity of programs
- Providing resources to retain students for success
- Improve quality of students by broadening the base for recruitment
- Retention – providing support to help students be successful

What are ways to achieve this goal?
- Establish an enrollment management culture throughout the university – getting all departments to take responsibility for enrollment management
- Develop and implement a strategic enrollment management plan for undergraduate and graduate students
- Market the university by expanding outreach to prospective students in other areas
- Build relationships with community colleges, counselors, and high schools
- Conduct a market analysis to understand what the market is, where it is, what students are looking for, and the best ways to recruit students
- Enhance scholarships and assistanceships to reduce financial barriers to enrollment
- Target enrollment efforts based on priority disciplines in the university

Divergent opinions
- Graduate v. undergraduate growth
- Recruiting quality students v. recruiting a broad range of students and providing support services to retain them
- Integrating regional campuses and sites v. maintaining independence

Institutional Advancement

What does this goal mean?
– Addressing the visibility of the university and creating a positive brand image as an institution making regional and national contributions
– Involving everyone in the university to advance the mission, stature, and visibility of IUP
– Building a financial base to move the university forward
– Building relationships with other institutions and alumni

What are ways to achieve this goal?
– Cultivate solid relationships and partnerships with the community and businesses (regionally, nationally, internationally)
– Implement aggressive, coordinated approach to engage alumni
– Implement an integrated marketing approach utilizing the entire university community
– Focus on academic strengths at all levels (undergraduate, graduate, and doctoral) and initiate new programs and recruitment efforts to students based on this
– Increase visibility in the community and implement a publicity plan
– Increase investment and support for fund-raising efforts within the university community and utilize internal audiences for fund-raising (especially faculty)
– Promote a consistent brand and image

Continuous Improvement/Resources

What does this goal mean?
– More efficient decision making
– Having an environment where students can learn to their full potential – state of the art equipment and facilities
– Ongoing assessment to continuously improve the university
– Buy-in from all university departments for continuous improvement
– Strategically leveraging resources where they are needed most to succeed
– Making changes and adapting to those changes

What are ways to achieve this goal?
– Implement an outcome assessment process – at the department level and university wide – to evaluate academic and support processes
– Engage the university community to be committed to continuous improvement
– Assign responsibility for outcomes assessment and continuous improvement to a specific campus office and consider hiring staff to support this
– Offer continuous professional development opportunities
– Keep current with changes in the world
– Implement a process to prioritize the needs of the university and target resources to these needs

- Expand the financial resource base of the university through alumni, donations from non-traditional donors, grants, etc.
- Initiate capital improvements to technology, equipment, and facilities

Divergent opinions
- Improvement of "tangibles" (e.g., facilities) v. improvement of processes
- Development of new resources v. more efficient use of existing resources
- Overall growth v. strategic growth

Vision for IUP

What will IUP look like in 20 years?
- Technologically advanced institution
- Larger graduate population
- Higher percentage of online degrees
- Closer community connections
- A national and international presence
- Continue to be physically attractive
- A quality institution
- New facilities and a larger campus
- Cater towards the doctoral level
- Look like a research university
- Economic engine for the community

The above information can be used by the Steering Committee to finalize the university's vision statement.

Observations and Recommendations

- There is overlap in some of the strategic goals and the points within them.

- The goal "Continuous Improvement/Resources" seems to address two distinct issues – outcomes assessment and resource development. The Strategic Planning Committee should consider separating this goal into two (2) goals: "Continuous Improvement" and "Resource Development."

- Several comments from the key stakeholder interviews were consistent with the findings identified in the Integrated Marketing and Enrollment Management Plan conducted by STAMATS. This is particularly the case for the achievement of the following two (2) goals: "Enrollment Management" and "Institutional Advancement." It is recommended that the Executive Summary of the Integrated Marketing and Enrollment Management Plans be used in future meetings of the

Strategic Planning Committee to develop objectives and action steps for these two (2) goals.

– Feedback was received from several audiences on the draft strategic goals. The feedback varied in terms of format and content. For example, some audiences suggested specific revised language for the goals. Some suggested that specific points within the goals be re-aligned with other goals. Others provided more general comment on the goal areas and key points to include within them. Based on review and synthesis of all submitted feedback and the input on the goals from the key stakeholder interviews, the Tripp Umbach/Collective Impact consulting team has suggested revisions to the strategic goals for consideration by the Strategic Planning Committee.

IUP Strategic Planning
Key Stakeholder Interview Instrument
02.07

Interviewee(s):

Interviewer:

Date conducted:

Interview Script

Thank you for agreeing to participate in this interview. My name is _____ and I am with Tripp Umbach, a consulting firm that has been hired to work with IUP to facilitate the development of a five-year strategic plan for the university.

University committees have been working for several months on the strategic plan. Part of the project involves getting input from stakeholders. We would like to ask you some questions to help us assess the university's position and to identify ways in which it can move forward into the future.

The interview should be approximately 30 minutes to one hour. Your responses will be confidential. We will only be using your input along with the input from others participating in the interviews.

(If there is more than one individual participating in the interview, ask only one person to speak at a time to facilitate discussion and allow us to capture everyone's ideas.)

Interview questions

In the first part of the interview, we will discuss the university's strengths, challenges, opportunities, and threats. Any questions before we get started?

1. What do you think are the top 3 <u>strengths</u> of IUP? (Strengths are defined as internal positive things that are under IUP's control and that IUP may take advantage of in planning.)

2. What do you think are the top 3 <u>challenges</u> of IUP? (Challenges are defined as internal barriers to success that are under IUP's control and that IUP may plan to improve in the future.)

3. What do you think are the top 3 <u>opportunities</u> of IUP? (Opportunities are defined as positive external conditions that IUP does <u>not</u> control but can plan to take advantage of in the future. Opportunities can be considered potential future strengths.)

4. What do you think are the top 3 <u>threats</u> of IUP? (Threats are defined as negative external conditions that IUP does <u>not</u> control but can proactively minimize the effect of.)

Next we will discuss the five strategic goals that have been identified. University committees are finalizing these goals but wanted to get your input on them before they do so.

The first goal is <u>academic excellence and quality</u>.

    5. Describe what <u>academic excellence and quality</u> means to you.

    6. What are your top 3 suggestions for how to achieve this goal?

The second goal is <u>citizenship and civic engagement.</u>

    7. Describe what <u>citizenship and civic engagement</u> means to you.

    8. What are your top 3 suggestions for how to achieve this goal?

The third goal is <u>institutional advancement.</u>

    9. Describe what <u>institutional advancement</u> means to you.

    10. What are your top 3 suggestions for how to achieve this goal?

The fourth goal is <u>enrollment management.</u>

    11. Describe what <u>enrollment management</u> means to you.

    12. What are your top 3 suggestions for how to achieve this goal?

The fifth goal is <u>continuous improvement/resources</u>

    13. Describe what <u>continuous improvement/resources</u> means to you.

    14. What are your top 3 suggestions for how to achieve this goal?

15. Have any major strategic areas been overlooked in the draft goals?

16. Finally, what will IUP look like in 20 years (2027)?

17. Do you have any other comments that you would like to add?

Thank your for taking the time to participate in this interview.   Your input is very important for the future direction of IUP.

Key Stakeholders that Participated in Interviews

- Dr. Cheryl Samuels, Provost and Vice President of Academic Affairs
- Dr. Mark Piwinksy, Vice Provost for Administration
- Dr. Rhonda Luckey, Vice President for Student Affairs
- Terry Appolonia, Interim Dean of Students
- David Burdette, Vice President for Finance and Administration
- Robert Marx, Facilities Operations
- Mark Geletka, Administration and Finance
- Susanna Sink, Associate Vice President of Finance
- Dr. Robert Davies, Vice President of Institutional Advancement
- Walt Ulbricht, Vice President of Communications
- Dr. Robert Mutchnick, Criminology Department – Professor
- Sandra Beck, President of AFSCME Union, IUP
- Dr. John Eck, Interim Vice Provost for Research and Dean of Graduate Studies
- Donna Griffith, Assistant Dean for Administration, Graduate School
- Michele Schwietz, Assistant Dean for Research, Graduate School
- Bill Balint, Chief Information Officer – Technology Services
- Dr. Rena Fowler, Dean, IUP Libraries
- Jimmy Myers, Director of Social Equity and Civic Engagement
- Dr. Valarie Trimarchi, Dean, Punxsutawney Campus
- Dr. Patricia Scott, Dean, Northpointe Campus
- Nicholas Kolb, Associate Provost
- Dr. Robert Camp, Dean, Eberly College of Business
- Dr. Carleen Zoni, Dean, College of Health and Human Services
- Dr. Gerald Buriok, Dean, College of Natural Sciences and Mathematics
- Dr. Yaw Asamoah, Dean, College of Humanities and Social Sciences
- Michael Hood, Dean, College of Fine Arts
- Dr. Mary Ann Rafoth, Dean, College of Education and Technology
- David Osikowicz, Chair, IUP Council of Trustees