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EXECUTIVE SUMMARY

Shippensburg University President Laurie A. Carter convened the first meeting of the Shippensburg University Visioning Team on March 9, 2018. The team was charged to “develop strategies that will help Shippensburg University move firmly into the future as a leader in public higher education by identifying and pursuing opportunities to achieve broad-based excellence” (see appendices). The president’s four institutional priorities that guided the visioning team process were: Enrollment (recruitment, retention, undergraduate, transfer, graduate, non-traditional, online); How We Tell Our Story (communications and marketing); Our Relationship with our Community/Region/State; and The Quality of the Ship Experience.

After President Carter’s introduction to the charge, the co-chairs, Dr. Carolyn Callaghan, Dean, Professional, Continuing, and Distance Education (PCDE) and Dr. Liz Fisher, Professor of Social Work, facilitated a discussion regarding how to proceed with the work. The team decided to create four separate work groups with representation from different stakeholder groups, based on the four key areas of President Carter’s charge. A few key challenges were identified during the discussion including changing from a “how do we save money” mindset to a “creative, innovative” mindset. There also was discussion related to the importance of understanding how high school and college students perceive higher education and its value. Finally, the team discussed the important context of other planning processes and documents, such as the SU Strategic Plan and Academic Master Plan (AMP). Both of these documents are available on the university’s website. The Visioning Team process and report does not take the place of these plans and should be reviewed within their contexts.

The co-chairs emphasized that our goal is to generate ideas, including those that we bring as participants and those we can uncover through our work on and off campus. Team members were asked to reach out and listen to as many people as possible during the process.

The co-chairs surveyed team members after the meeting to identify the key areas for which they would like to work. Work groups were balanced to have representation from campus faculty, staff, students, and community members. An anchor was identified for each work group to serve as the leader. Work groups met separately in April with the goal of developing five to ten questions related to their key area that would then be considered for a Presidential Visioning Team Survey. Team members and anchors are listed at the end of the Executive Summary. Alumni are indicated with an asterisk (*).

STRATEGIC VISIONING MEETING OVERVIEW

The Presidential Visioning Team reconvened as a whole on April 20, 2018, to work through a strategic visioning process lead by Strategic Consulting Partners, LLC. The objectives of the process were to:

» Garner feedback from stakeholders on key initiatives that may be considered
» Identify top priorities across major initiatives
» Work together to define how “we tell the story”
» Discuss next steps

During the visioning work, team members broke into three small groups (Enrollment, Our Relationship with our Community/Region/State, The Quality of the Ship Experience) and brainstormed ten possible initiatives to improve their area. Each small group also discussed ideas to share their message or “tell our story” related to the area of focus. The groups then selected nine ideas to share with the larger group and had the chance to choose their top three initiatives for each area via an anonymous voting system (i.e. clickers).

The results of the strategic visioning process are presented below and discussed in more detail within each key area later in the report. The PowerPoint presentation from the meeting is in the Appendices. Each key area is listed below, with the initiatives that the work group identified during the meeting. They are listed in order of the percentage of the votes they received, with the one receiving the most votes listed first. The percentage of people who selected the initiative as one of their top three also is provided.
ENROLLMENT INITIATIVES
1. Early College Initiatives/Partnerships (80%)
2. Creative and Earlier Financial Awards/Incentives (55%)
3. Expand Resource Sources (40%)
4. Living-Learning Communities (e.g. International Students) (35%)
5. Strategic Partnerships (International Agencies) (30%)
6. Online Education (30%)
7. Advising/Best Practices in Advising (30%)

RELATIONSHIP WITH OUR COMMUNITY INITIATIVES
1. Community Outreach Coordinator (78%)
2. Increase Partnerships with Local School Districts (61%)
3. Alumni Ambassadors (50%)
4. Town and Gown Meetings (39%)
5. Community Immediate Volunteer Needs (28%)
6. Parking (17%)
7. Local Families Host Students (11%)
8. Ship Responsible Raiders (11%)
9. Flex Cards (6%)

QUALITY OF THE SHIP EXPERIENCE INITIATIVES
1. First-Year Experience (52%)
2. Early Intervention (43%)
3. Mentorship and Advising (Faculty and Student) (38%)
4. Showcase High-Impact Practices (38%)
5. Living-Learning Communities (33%)
6. Academic-Student Life Integration (33%)
7. Explore Diversity Initiatives (29%)
8. Explore Resource Availability (19%)
9. Quality of Facilities (10%)

TELLING OUR STORY INITIATIVES
1. Embrace Tech/Social Media Initiatives (60%)
2. Continued Connection to Alumni (nonprofits, education, etc.) (40%)
3. Audience Segmentation/Target Populations (40%)
4. Invention/Reinvention Students (35%)
5. Value of Education (35%)
6. Town/Region Presence (25%)
7. Ambassadors Program (20%)
8. Personal Mission Statement (15%)
9. Connect with Lawmakers (10%)

SURVEY OVERVIEW

The work groups met to develop ideas for questions to include on a survey and they reviewed existing materials such as the university’s strategic plan, strategic enrollment plan, and the Academic Master Plan (AMP). The work groups submitted their survey topics and questions for review to the co-chairs, anchors, and other research experts who are part of the team. The Presidential Visioning Survey was developed in late April, approved by Shippensburg University Human Subjects Committee, and was available online through Survey Monkey from May 15, 2018, through August 31, 2018. Multiple methods were used to advertise and recruit survey participants including:

» Campus wide e-mails to all employees and students
» University website, Facebook, and Twitter accounts
» Distributed via community organizations such as the Shippensburg Chamber of Commerce

More detailed results of the survey are within the context of the key areas. There were 1,331 survey responses. One limitation to the survey was in relation to Question 15 regarding who respondents would have meaningful conversations with to obtain information about SU. There was no response option to select campus staff and/or administration. The breakdown of who responded to the survey is below:

PLEASE IDENTIFY YOURSELF FROM ALL CATEGORIES THAT APPLY:

<table>
<thead>
<tr>
<th>Answer Choices</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty/Retired Faculty</td>
<td>14.74%</td>
</tr>
<tr>
<td>Staff or Administration/Retired Staff or Administration</td>
<td>11.95%</td>
</tr>
<tr>
<td>Undergraduate Student</td>
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</tr>
<tr>
<td>Graduate Student</td>
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</tr>
<tr>
<td>Current Student’s Family/Support System</td>
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<tr>
<td>Community Member</td>
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<tr>
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<tr>
<td>Prospective Student’s Family/Support System</td>
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<tr>
<td>Other (please specify)</td>
<td>3.16%</td>
</tr>
<tr>
<td><strong>Answered</strong></td>
<td></td>
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</tbody>
</table>
FINAL VISIONING TEAM MEETING

KEY POINTS, RECOMMENDATIONS, AND NEXT STEPS

The final meeting granted visioning team members the opportunity to give input and validation to the final report, reflect on the process, and offer additional strategies and next steps. As a final exercise, the four teams brainstormed top recommendations for strategies based on the report and the entire process. Each team framed the strategies in light of creative, innovative and reflective national best practices. Finally, teams reported the top recommendations to the entire group. These recommendations were both broad in scope and specific in nature. The notes from the final meeting are included in the appendices.

ENROLLMENT

» Capitalize on early partnership and engagements
» Adopt an industry-driven focus
» Develop connections with communities

TELLING OUR STORY

» Update the website
» Provide alumni/students/faculty and staff with targeted information and empower them to share (for example, enhanced training for new student tours and cross-department recruitment training)
» Utilize social media to the fullest extent

COMMUNITY ENGAGEMENT

» Increase opportunities and publicity for community input and relationships
» Increase opportunities and publicity for community participation and planning
» Examine mutually beneficial economic development

QUALITY OF STUDENT EXPERIENCE

» Align appropriate class sizes, facilities and resources
» Communicate weekly about changes, upcoming points and events
» Increase transparency and shared governance
» Provide diversification of services to meet needs of various students
» Utilize alumni to the fullest extent

As the meeting closed, discussions shifted to any changes or suggestions to the final report. Members reflected on the entire process and recommended improvements. Strengths of the process included that team members found great value and voice in the process and the broad representation. Limitations included the lack of opportunity to gather feedback from more stakeholder groups in person. For example, via focus groups with students and/or community members. Finally, the team collectively formed vital next steps to inform the President.
NEXT STEPS

The results of the Presidential Visioning Team's work revealed that people from all stakeholder groups really care about the success of Shippensburg University. They took the time to provide thoughtful comments, concrete ideas for how to improve, and some even provided contact information asking to have the chance to speak to someone directly. They also spoke kindly of great experiences with the university and the hopes for a positive future. They are counting on us to use the results of the process to make decisions and positive changes.

The team strongly recommends overall to “close the loop” of the process and demonstrate how the results will be used. We recommend the following:

» A university representative connects with anyone who provided contact information on the survey.

» President Carter meets with the Visioning Team to share her feedback and next steps based on the report.

» President Carter shares her feedback and next steps with the campus and community via a town hall or other type of larger meeting.

» Explore the survey data in more detail based on stakeholder groups. There is at least one Visioning Team member who is willing to analyze data to provide specific answers to questions. For example, if the alumni office would like to know how only alums responded to a specific question or questions, we can provide that information.

» A university representative needs to review all open-ended comments and direct comments and suggestions to the appropriate department or unit of the university.

We strongly recommend that the initiatives and strategies proposed as part of the visioning work are reviewed with the context of planning documents such as the university’s strategic plan and the Academic Master Plan (AMP). They should also be reviewed and compared to best practices in the respective fields. Survey respondents suggested Shepherdstown, West Virginia and Raleigh, North Carolina as models for community-university relationship and University of North Alabama was identified as a model for community-university economic development. We recommend exploring more about what is working in these locations.

WORK GROUP MEMBERSHIP

ENROLLMENT: RECRUITMENT, RETENTION, UNDERGRADUATE, TRANSFER, GRADUATE, NON-TRADITIONAL, ONLINE

Carolyn Callaghan  Dean  Professional, Continuing, and Distance Education
Alexander Barrett
Angela Bartoli    Professor  Student
Jamonn Campbell*  Professor  Psychology
John Kooti     Dean  Psychology
Mark Maciejewski*  Head Football Coach  College of Business
Luis Melara  Associate Professor  Athletics
Curtis Miller
Donta Truss  Vice President  Mathematics
Carol Wellington  Professor  Paint/Moving Shop
David Wildermuth  Associate Professor  Enrollment Management and Student Success
Jerry Wilson  Superintendent  Computer Science

Jerry Wilson  Professor  Modern Languages

Shippensburg Area School District
HOW WE TELL OUR STORY: COMMUNICATIONS AND MARKETING

Christine Royce  Professor  Teacher Education
Amy Diehl*  Associate Vice President  Computing Technologies Center
Caryn Earl*  Board Member  SU Alumni Association
Liz Kemmery*  Director  Creative Services, Communications/Marketing
Allison Predecki  Associate Professor  Chemistry
Evan Redding  Student Trustee  SU Council of Trustees

OUR RELATIONSHIP WITH OUR COMMUNITY/REGION/STATE

Liz Fisher  Professor  Social Work and Gerontology
Gabriel Hirsch  Don Mayer  Steve Oldt  Marvin Worthy*  Lori Smith*
Gabriel Hirsch  Retired Professor  Supervisor  Owner  Director
Don Mayer  Steve Oldt  Marvin Worthy*  Lori Smith*

THE QUALITY OF THE SHIP EXPERIENCE

Sue Morin  Professor  Psychology
Azim Danesh*  Mindy Fawks  Monique Kennedy*  Kara Laskowski  Barbara Lyman  Tim Maret
Azim Danesh*  Mindy Fawks  Monique Kennedy*  Kara Laskowski  Barbara Lyman  Tim Maret
Sue Morin  Professor  Provost and Executive VP  Professor  Executive Director  Owner/Dealer
Sue Morin  Professor  Provost and Executive VP  Professor  Executive Director  Owner/Dealer

TIMELINE

March 9, 2018  Inaugural meeting of the Shippensburg University Visioning Team
March 10-21, 2018  Established four key area working groups
March 22-April 16, 2018  Working groups submitted questions for the survey
April 20, 2018  Strategic Visioning Process meeting led by Strategic Consulting Partners
April 26, 2018  Mid-term reporting to President Carter
April 27-May 14, 2018  Survey preparation
May 16, 2018  Check in with President Carter
<table>
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<th>Event Description</th>
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<tbody>
<tr>
<td>May 18–August 31, 2018</td>
<td>Survey open</td>
</tr>
<tr>
<td>August 27–Sept. 14, 2018</td>
<td>Anchors of working groups—data analysis</td>
</tr>
<tr>
<td>September 17, 2018</td>
<td>First draft of final report to creative for final format</td>
</tr>
<tr>
<td>September 21, 2018</td>
<td>Report to full Visioning Team for review</td>
</tr>
<tr>
<td>September 26, 2018</td>
<td>Final meeting of the Shippensburg University Visioning Team</td>
</tr>
<tr>
<td>September 28, 2018</td>
<td>Report to President Carter</td>
</tr>
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enrollment
ENROLLMENT

OPPORTUNITIES

Enrollment, defined as the recruitment, accessibility, and retention of a student to graduation, served as the first area of focus. The working group for enrollment, along with the entire visioning committee and survey participants from all constituencies groups, offered many insights into the Opportunities, Obstacles, and Recommendations as it relates to Shippensburg University’s current and future enrollment growth and success. The majority of survey respondents indicated the importance of the following tactics in undergraduate student recruitment efforts: offering early and creative financial awards (89%), partnering with school districts to help high school students make the transition to college (89%), partnering with school districts to present career pathways (89%), offering degree completion programs (84%), and partnering with school districts so that high school students can take SU classes (80%). These recruitment efforts substantiate the finding from the strategic visioning process meeting in April (see Executive Summary).

Survey participants provided comments in response to the question, “What are the barriers to current and future academic programs’ growth and success?” The following opportunities directly relate to recruiting and retention:

» Empowering SU employees with the pertinent and relevant information, fix the website, and give staff more support and training

» Partnering with high schools

» Offer more online, evening, and summer classes

» Provide greater support to transfer and non-traditional students

» Addressing and combating the rising costs of books, parking, housing, tuition, and dining

» Provide advocacy for focus on building a more diverse inclusive campus, starting mentoring programs to combat isolation, and building better relations with the community

Another theme was around the need for positive changes as it related to the enrollment process. One change requested by the survey respondents was dining (more options/venues/better food/food choices/hours). The second change suggested was to lower costs including tuition and fees, housing, and books. As evident across all higher educational institutions, cost is the major barrier to enrollment for many. Another change many would like to see is parking. Additional comments included:

» Provide more convenient and less expensive parking options for students and visitor parking for the community and alumni

» Commit to a focus on making the campus a safe, inclusive, welcoming environment. There were many comments about a culture of toxic treatment of marginalized groups, unfriendly and prejudicial conduct by members of the campus and town community. Many reported feeling unsafe on and off campus.

» Institute change and transparent communication. Many reported not knowing what was happening or understanding why things were changing so rapidly. Many wanted to simply know the changes to be able to talk intelligently about the university. Many felt if they knew why change was happening they could help enforce that message.

» Provide more on- and off-campus activities, town-gown relationships, more diversity and cultural awareness, and better morale

» Upgrade the facilities, especially Franklin Science Center and athletics

» Decrease the partying mentality

» Increase online offerings, more academic rigor, and a higher profile of students
» Insist on more foundation assistance with scholarship and aid

» Provide better advising

OBSTACLES

Enrollment obstacles were gathered by the Enrollment working group, in the entire Visioning Team strategic visioning process session, and by a quantitative and qualitative survey. The theme noted by survey participants as the greatest barrier to program growth and success as it relates to enrollment is cost. Cost was described in the comments as tuition and fees, housing, and books. The second most common barrier was funding and resources in terms of the lack of state appropriations. Survey results revealed the third most commonly reported obstacle to enrollment growth and success was technology. Technology included modernization for campus use, instruction, and meeting a changing digital landscape and digital learner. Many participants noted there were too few online offerings and innovative technology enhanced instruction. Finally, the fourth most common barrier was a lack of alignment of curriculum to the workforce needs and job market.

Other common barriers as related to enrollment were: Lower profile/unprepared students; too much online instruction; too few faculty/reliance on adjuncts; not enough class options or course availability; demographic shifts; competition; culture shock/small town view/not a college town/town-gown relationship; low morale; more outreach/engagement; outdated facilities; lack of diversity; lack of communication and information to make informed decisions.

Open-ended comments also revealed the top challenges the university faced in terms of enrollment obstacles. The top challenges by theme included communication and website. Respondents struggled to get answers to questions. The website is the first line of communication to a potential student. Other top challenges included the ability to partner with school districts. Many perceived our struggle to be attracting high-quality students and how to better serve the under prepared students. The facilities such as Franklin Science Center were noted as a challenge to our image and reputation. Students reported isolation, lack of diversity, inflexible class offerings, parking, and acclimation to college life as top challenges. Lack of online classes; difficulty navigating the financial process; costs of tuition, housing, and books; and locating resources also were noted. Students noted finding their community, struggling with housing contracts and roommate issues, feeling hindered by faculty and staff, and experiencing intolerance and discrimination. Other common challenges included: the run-around to find information, courses that do not apply to field, the location or rural community of Shippensburg, and limited professional degrees.

RECOMMENDATIONS

Survey participants provided a plethora of recommendations to the question, “What are the barriers to current and future academic programs’ growth and success?” The following comments directly relate to recruiting and retention:

» Figure out what makes us unique and capitalize on it

» Offer more career pathways information

» Strengthen some existing programs, expand some programs and offer new programs: more arts, more engineering; get into the health care fields (nursing, allied health, and STEM)

» Use faculty in administrative roles

» Partner with businesses and links to leading-edge corporations

» Offer more creative financing payment plans and differential tuition

» Provide pathways with the trades and partner with tech schools

» Partner with major cities like Philadelphia or Pittsburgh (farm–city idea) small town and big city linkages

» Blend academic and real world experience; best of both worlds
Survey participants provided similar recommendations to the question, “What could SU do to minimize challenges?” The following comments directly relate to recruiting and retention:

» Offer a broader orientation program by introducing students earlier to the university such as a guide for website, offices, navigating portals, financial aid, and off-campus resources. This could be in the form of a high school transition program.

» Provide a one-stop student resource center for questions, student concierge style, and expand the services in Mowrey

» Mentoring programs

Survey participants provided similar recommendations to the question, “If you could change one thing at SU, what would it be?” The following comments directly relate to recruiting and retention:

» Develop weekly updates of campus happenings, achievements, new hires in a very creative and positive format

» Use the 150th anniversary of the founding of the Cumberland Valley State Normal School to address the university past, present, and future

» Use every opportunity for alumni engagement in mentoring and regional events

» Go BIG with benchmarking

» Allow proposals to go directly to Executive Management Team (EMT) so all units have a voice

» Give graduate programs opportunities to build networks to recruit undergraduates since many graduate students are from the business and education communities we serve

» Collect more data.; ask WHY students, staff and faculty leave in a systematic way

» Align programs to the job market

The Enrollment working team identified additional recommendations in brainstorming sessions:

» Address costs in a meaningful way; find our edge, eg., at SU, you get a private education at a public cost; add the high-impact practices: service, research with faculty, living learning communities, etc.

» Be creative in affordability; could students lock-in tuition for four years; could some programs have differential tuition costs

» Let’s be unconventional in our reinvention as an institution

» Talk about Return on Investment (ROI); can we be program focused; can we outline pathway—value—career; be intentional

» Marketing initiatives that are personalized to target audiences

» GO after ADULTS, but we have to be ready for them; show them how they get there from here

To sum up recommendations for Enrollment success, survey participants provided a few additional recommendation to the question, “How can the university move firmly into the future as a leader in public education?” The following comments directly relate to recruiting and retention:

» Embrace the community on campus, in town, and regionally to get involved any way they can in the enrollment process from recruitment to retention

» Find out what makes us unique and showcase that
» Capitalize on the small school cost/private school feel and opportunities

» Develop small town—big city connections to give urban students the opportunities of small town advantages and give the small town students exposure to big city offerings; this could be our unique focus

» Forge into the health care field and nursing

» Focus on engineering
how we tell our story
HOW WE TELL OUR STORY

Another area of focus for the Visioning Team was Telling Our Story. The working group for this focus, along with the entire visioning committee, and survey participants from all constituencies groups offered many insights into the opportunities, obstacles, and recommendations as it relates to Shippensburg University’s current and future ways of telling our story.

OPPORTUNITIES

We asked survey participants, “How would you want to be involved in helping to tell our SU story?” Answers revealed the following: share information on social media (41%), college night/open houses at school districts (38%), travel to local high schools for events (38%), assist with New Student Orientation (32%), attend and lead a small group during confirmed student days (27%), write letters to students (25%), and host an event at a local place to focus on networking (24%). Respondents understand that social media is the driver of information for our communities and would like to be involved in that story telling process.

We also asked “In what ways do you obtain information about Shippensburg University information/media/events?” Participants could select as many as they used and responses included: with website (58%), SU magazine (56%), Facebook (49%), internal e-mails (48%), current student (23%), press releases (18%), Twitter (15%), Instagram (15%), and YouTube (3%). There also was an “other” category (13%) that included things such as word of mouth, new student orientation app, flyers, meetings, SUTV, individual social media accounts from groups on campus, external e-mails, mailers, and LinkedIn. Respondents seek information about Shippensburg University through technology and their ties to the university.

Survey participants provided comments in response to the question, “What are ways that alumni/students/faculty/staff/administration/community members, etc. can be involved in advocating for the university’s success?” The comments, as a whole, tell a story of identifying issues and suggesting ways to resolve them. Respondents are interested in participating in some manner of outreach for the good of the university. Suggestions included: alumni ambassadors at schools, community events, host for small get-togethers, job fairs, networking events, and chamber events. Respondents are willing to tell their story but are not clear what stories to share. Strategies and suggestions for story telling include:

» Various social media formats
» Share the story far and wide
» Organize events outside of Ship immediate area
» Invite the community and all constituencies to on-campus and off-campus events
» Develop a collaborative spirit among divisions, departments, and unit on campus. Focus on information sharing, problem solving, and consensus building and understanding

Survey participants provided comments in response to the question, “What else would you like to share so that we can help develop strategies that will help Shippensburg University move firmly in to the future as a leader of public higher education?” Respondents offered a variety of strategies to tell our story more effectively:

» Find ways to engage with alumni; utilize them to spread what’s happening at Ship, to help us recruit students, and help with admissions
» Improve morale and Ship spirit
» Provide ways for all employees to get involved
» Provide transparency
» Fix the website; people need to be able to find relevant information
» Share stories that involve scholarship opportunities and how to find them
Find ways to make scholarships less specific and open to more target populations

Share stories of cost-reducing ideas

Recruit and tell stories in different regions of the country and internationally

Add more diversity stories

Survey participants provided additional comments in response to the question, “In your dealings with SU, what are some of the challenges you have faced?” Telling our story has been a challenge, but there are opportunities with every challenge:

Communication needs to be transparent and frequent; it is ineffective as a top-down method

Increase diversity in faculty and staff

Address issues of racism and homophobia when they happen; don’t miss the opportunity to tell the story of inclusion

Increase customer service; it leads to great stories

Provide extended hours for some office to meet non-traditional and graduate needs

Give greater support and resources to faculty and staff

Survey participants provided additional comments in response to the question, “What could SU have done to minimize or alleviate challenges?” Storytelling is indeed a way to alleviate some of our challenges.

Send regular e-mails filled with what’s new, how to tell our story, advice for difficult situations, etc.

Offer more forums

Provide similar opportunities like Convos with Carter but with other administrators

Offer open meetings to talk about changes or gather information for future changes

Improve the website functionality

OBSTACLES

Generally, people feel that there is limited communication that is meaningful or transparent. They seek out information and need additional information to do their job efficiently and accurately. There is a great desire by all constituencies to support SU, but it is not clear to people how to do that. Some of the common obstacles as they related to how we tell our story included:

A clear vision as to how to use alumni in the story telling

A perceived inability to ask all levels of the university community for input and opinions; also inability to be transparent and communicate in a timely manner

The lack of online programming or limited programming limits the story we can tell to be competitive

Costs are impeding our story

Recruiting stories need to be told

Racism and homophobia must be ended

Customer service needs to be improved

Website needs to be improved
RECOMMENDATIONS

The visioning team used the strategic visioning process session on April 20, 2018, to tell our story, a story woven together through the initiatives of the other three focus areas (Enrollment, Community Relationships, and Quality of the Ship Experience). As a final exercise in the visioning process, the team identified the top initiatives to employ the Ship story. The results were embrace technology and social media initiatives (60%), continue to connect to alumni (40%), utilize audience segmentation/target populations (40%), invention/reinvention students (35%), value of education (35%), town/regional presence (25%), and ambassadors program (20%). The last two initiatives, while important, did not receive as many votes: personal mission statement (15%) and connect with lawmakers (10%).

In addition, many survey questions results offered meaningful recommendations for Shippensburg University in how we could tell a story with greater reach, impact and appeal. People feel that Ship is a great place based on overall concept, but do not see the story being told. Some of the comments included:

» Seek input and opinions to know what stories to tell and share information to help others know what to say; hold open forums, provide minutes from EMT, provide survey results, ask for areas of improvement, respond to and use those who volunteer to help

» Make sure everyone is empowered to answer questions

» Under prepared students need additional communication and assistance

» Create some type of logo days where people wear Ship logo/gear, give out branded materials to people who will have it displayed in offices, classrooms, etc.

» Increase morale by celebrating people.; reward hard work; tell their stories

» Provide more professional development

» Offer more online and evening class

» Offer more scholarships

» Evaluation and accountability of faculty and staff

» Better parking for visitors, commuters, and alumni

» Improve and create more user-friendly website

» Great diversity among students, staff, and faculty

» Increase standards for admission to the university

» Develop better connections with business to provide more internships

» Change the mascot

» Provide the @ship.edu email address for life. It maintains alumni connections and is advertising.

In sum, recommendations for Storytelling success were rich and meaningful. The following additional comments directly relate to how we tell our story:

» Provide branding items and gear for people to wear; establish a “ship gear/logo” day on a particular day each month. Remind people via multiple platforms and ask people to share themselves wearing or location of Ship gear/logo via social media with an identified hashtag

» Develop cross department teams; return to teaching teams with dedicated emphasis for potential topics each semester
» Targeted recruitment of different populations

» Provide incentives for faculty to develop new and innovative programs; move faculty along the continuum related to online programs at the undergraduate levels

» Assemble a team to study when classes are offered and how to modify schedules or offer alternative options to accommodate more adult or non-traditional learners

» Create events other than those that we have to promote student diversity; provide training for faculty and students on diversity

» Develop ways to regularly provide information to all stakeholders that allows for a two-way communication; town hall meetings, open forums, etc.

» Update the website
our relationship with the community
OUR RELATIONSHIP WITH COMMUNITY/REGION/STATE

OPPORTUNITIES

The Visioning Team meeting and survey provided many insights into our relationship with the local and larger community. The majority (87.86%) of survey respondents agreed that they speak highly of Shippensburg University and that the university has a responsibility to strengthen its relationship with the town of Shippensburg (90.05%).

Survey participants provided comments in response to the question, “What do you think should be the top priority for SU’s relationship with the town of Shippensburg in order to strengthen a mutually beneficial relationship?” The comments, as a whole, tell a story of identifying issues and suggesting ways to resolve them. The majority of respondents want to see positive change in the SU relationship with the town of Shippensburg. There are both overarching cultural shifts and specific strategies that provide opportunity for the university and town to work together. Some of the ideas and themes below were also culled from the general open-ended questions in the survey.

One theme was the need to develop mutual respect between the residents of the Shippensburg community and the campus community, while creating healthy collaborations through the sharing of resources, including time and talent. Strategies for doing so could include:

» Bringing the campus and community together to develop two to three mutual goals to work on together; for example, conduct a community needs assessment that addresses community and campus needs and/or host a town hall event to bring people together to identify these goals

» Encouraging community member participation in campus events, such as speakers; strategically sharing information about campus events and opportunities with community members; for example, specifically inviting the local athletic teams to hear from relevant speakers; another example would include hosting campus-related events at a location in town; also, clearly inform community members about noncredit courses, workshops, and trainings

» Encouraging campus member participation in community events; find ways for campus to continue or begin to support community events such as the Corn Fest; in addition, offer campus space to host community events

» Encourage community-campus supported activities; use the Fall Welcome Week Day of Service and Ship Shape as examples and have a day of service where classes are cancelled

» Make it easier for the community to access university resources (faculty, staff, and students) for service-oriented activities; communicate a clear way to connect to campus resources and include a physical presence in town for community members to speak to someone when looking for assistance

Other specific ideas included partnerships related to:

» First Fridays in town

» Transportation to/from local churches

» SU sponsored Career Day at the high school and bring SASD students to campus frequently

» Mural painting

» Movie night on the lawn – open to campus and community

» Create Memorandum of Understanding that would foster cooperative lease agreements; require fraternities and sororities to develop agreements with their off-campus neighbors

» Provide discounts to high school seniors for campus events and dining options

» Host activities for local children in vacant spaces during breaks
Consider middle and high school lab schools

Support partnership opportunities through academic departments and special projects/centers such as the SU Campus Farm and Shippensburg Community Resource Coalition

Identify a campus-community project for each college of the university that will provide an experience for students and fulfill a need in the community

Short-term internship and shadowing opportunities for SU students in town and for SASD students on campus

Give a one-year scholarship to any SASD senior who is admitted to SU (see Lehigh University for example)

Expand parking access to visitors; specific ideas included open parking after 5:00 p.m., expand spots available to visitors, and offer alumni parking decal (which also serves as free advertising)

Consider opportunities for partnership at the border between campus and community; for example, extend Rail Trail to connect south and/or create a welcome center that would help visitors with parking, directions, and building access

Another theme is to develop clear, open communication between university and local leadership. Strategies for increasing communication that respondents noted included:

Regular campus-community meetings that includes students and residents (not just leaders)

Create a regular newsletter and central location for partnership opportunities

Create a community advisory board for the campus

Involve local officials in future campus planning initiatives

Invite community members to join campus advisory committees, academic, and nonacademic

Include a regularly appointed community member to the Council of Trustees

Appoint a community-university liaison

SU administrators have a frequent downtown presence at local businesses and interacting with community members

Host town council and other local government entities at certain administrative meetings

Offer a clear, easy to access calendar of events that could include campus and community activities

Finally, developing a stronger economy and business sector in town was frequently addressed. One of the strongest themes to come out of this question was the importance of mutual efforts to revitalize downtown and work on economic issues together. Specific strategies that were identified included:

Build a truly integrated community with stronger transportation connections, including a bicycle/pedestrian path to generate more flow back and forth

Partner on development initiatives and new businesses such as a movie theater in town, helping businesses identify and stay open during high demand times

SU students could use their Flex plans in town

Subsidize housing costs for new faculty to attract them to live in the local community

Identify ways to recruit Volvo scientists and their families
» Host a campus employment day and training workshops for community members to gain employment at SU

» Reach out to recent SU graduates and new alums to encourage them to stay in the area

» Develop a student-focused business area and generally, more things to do and businesses in town

» Provide more opportunities for local businesses to engage in campus ventures

OBSTACLES

Only about half of survey respondents (53.78%) agreed that the university’s relationship with the town is positive. Only 32.57% of respondents agreed that it is easy for community members to find relevant campus members when looking for partnership opportunities. Similarly, only 34.64% agreed that it is easy for campus members to find relevant community members when looking for partnership opportunities. Some of the obstacles that were identified in the comments area of the survey included that the campus must emphasize the input of the community when identifying needs that are relevant to the community. There is some concern about the development of campus and SU Foundation ventures that may take business away from downtown. There were many comments related to parking on campus and the challenges with it. There are safety and security issues to address. Some SU students have negative impressions of local law enforcement and community members. The same is true of community members’ view of students and concern about their own safety with student parties and trash. Housing issues also are of concern for both campus and community members. Finally, a very small group (5-10 respondents) identified that the relationship of campus with the town should not be a focus.

More largely defining our community outside of the town of Shippensburg, some comments related to asking alumni for donations and the feelings that this was the only time they heard from the university. There were several requests for more alumni events and concern about the ambiguity of the university, university alumni office, and SU Foundation. In addition, there were many comments about the difficulty navigating the SU website. Other challenges include students’ difficulties adjusting to “small town” life when they come to SU and some concerns over the relationship with SU Foundation and university’s image, overall, with the State System and larger context.

RECOMMENDATIONS

The voting results of the Strategic Visioning Team meeting provided a few highly recommended initiatives. The initiative with the most votes (78%) was to have a Community Outreach Coordinator/Center. This initiative was pitched as a person and a place in town. There are several initiatives and departments on campus that have community connections and may be able to staff the office. This was followed by increasing our partnerships with local schools (61%), particularly to help students prepare for college; alumni ambassadors (50%); regular campus-community meetings that rotate location (39%); and finding a way to respond to immediate community volunteer needs in order to provide students with experiences and meet community needs, perhaps through a texting system (28%). Then, there was a drop-off in votes for parking issues and making it easier for community members to visit campus (17%); having local families host students, based on a past model (11%); continuing and improving Shippensburg Responsible Raiders (11%); and students being able to use Flex in town (6%).

Overall, the results of the visioning survey and visioning strategic meeting provide some direction for recommendations of how to continue to work on our relationship with the community/region/state. First, we can improve communication with the town and larger community in several ways, including a community outreach position and location in town; reviewing the SU website to make it easier to use and a comprehensive, easy-to-use events calendar; establishing regular town-gown meetings and opportunities for collaborative goal planning; and identifying ways to quickly respond to community immediate and/or timely needs for volunteers. Second, we can work to enhance our partnerships with local school districts by providing early college experiences to help with the transition to college and sponsoring special events such as career days and visits to campus. Finally, the economic development of the town is important for both campus and community members. Larger university development plans should include an eye on economic impact on the local community and continue to find ways that campus members can find what they need in town while supporting the local economy.
the quality of the ship experience
THE QUALITY OF THE SHIP EXPERIENCE

The work group that focused on the “quality of the Ship experience” focused on the experiences and initiatives that make for an excellent and unique experience at Shippensburg University. The survey results and strategic visioning meeting provided insights about quality.

OPPORTUNITIES

There were no quantitative survey questions related specifically to the Quality of the Ship Experience, but as reported earlier, the majority of survey respondents (87.86%) agreed that they speak highly of the university. One open-ended question asked respondents to answer, “Based on your experience at or with SU, in what areas are we doing well?” There were many positive comments about faculty-student relationships, faculty engagement, commitment, and quality of teaching. The internships, research opportunities, service learning, and community service opportunities were identified as strengths. There also were positive comments about the campus environment including facilities, housing, and safety. Many respondents indicated generous student support and a caring, welcoming atmosphere of inclusion. The quality and breadth of programs, including graduate programs, were identified as something SU is doing well and opportunities for student engagement outside of classes. There were also positive comments about the new direction and changes in leadership that seem to be providing renewed energy for campus. First-Year Experience was cited as a positive move, along with the focus on improvement across campus. Many of the comments tended to emphasize positive community relations, perhaps indicating that there was confusion as to whether the question was to focus on that relationship.

A follow-up question based on challenges asked, “what could SU have done to minimize or alleviate those challenges?” Another asked, “What else would you like to share so that we can help develop strategies that will help Shippensburg University move firmly into the future as a leader in public higher education?” Several themes from the responses related to quality include:

» Use alumni connections more effectively; they want connection beyond donations and a newsletter, for example, an alumni advisory board

» Better communication and more transparency

» More accountability

» More emphasis on high school-college transition and improved communication with first-year students; UNIV 101 is a great start

» Recruit and support quality faculty

» Use the survey results

» Lead – high quality, cutting-edge programs, connections with local businesses and organizations, own the region

» Care for, listen to, and value your students

» Promote diversity (that includes nontraditional students)

» Be careful of administrative growth

» Demand high standards from everyone—students, faculty, staff, and administrators—hold people accountable

» Align class/curriculum more closely to career preparation; more emphasis on internships

» Provide resources/support for recent alumni

» Examine relationship with the SU Foundation

» Renovate science facilities
OBSTACLES

One of the open-ended questions related to quality was, “Based on your experience at or with SU, what areas need to be improved?” and another was, “In your dealings with SU, what are some of the challenges you have faced?” The responses were wide and varied, and difficult to reduce to a few main themes. It seems that some respondents also answered this question in relation to SU relationship with the community. Some of the comments related to:

» Inclusion of faculty and staff in decision making and clear communication between administration and faculty and staff

» The need for transparency and true shared governance

» Need for more diversity (and support) among students and faculty

» Filling needed faculty and staff positions, which leads to strain from uncertainty and covering empty positions; related to this is increased faculty and staff responsibilities, but fewer positions

» Need to maintain/improve academic rigor, small class sizes, create environment of academic excellence, and raise student profile

» Inclusion, engagement of, services for, and focus on commuters/transfer students/nontraditional students

» Accountability at all levels, need to “step up our game” by everyone (faculty/staff/admin)

» Upgrades to facilities, for example science/tech facilities, classrooms

» Costs and financial aid—tuition, books, parking, etc.—in particular, the per credit tuition model was identified as hurting top/honors students

» Safety issues and harassment, especially for women, African American, and LGBTQ students

» Library hours and study areas

» Need for adequate and prompt counseling services

» Losing the feeling of the Ship as a “family”

» Need for green initiatives

» More emphasis on career counseling/career connections/career preparation/connection between majors and employment

» There is a problem with alcohol abuse among students that needs to be addressed

» More emphasis on internships and access to internships

» Low morale among faculty/staff (building over the years due to instability/leadership/lack of vision)

» Student advising needs to be improved (poor advising results in need to spend extra semester or year) and attention to faculty accountability

» Top-heavy administration

» Poor treatment of adjunct faculty

Another question on the survey was “If you could change one thing at SU, what would it be?” Respondents’ answers can be categorized into several groups including:

» Improve diversity

» Focus on quality education/rigor
» Return to smaller class sizes/increase tenure track faculty hires
» Stop using the phrase “SHIP HAPPENS”
» More financial aid/lower costs
» Focus on changing “party culture”
» Upgrade science facilities
» Internship opportunities/career focus
» Need for more weekend activities
» Enhance feeling of community/morale
» Higher aspirations
» Improve communication

RECOMMENDATIONS

Work group members brainstormed ideas for the “quality of the Ship experience” during the strategic visioning session. The results included: First-Year Experience (52%), early intervention for students who need help (43%), strong student and new faculty mentoring, particularly to help with the advising process (38%), showcase high-impact practices (38%), maintain and expand living-learning communities (33%), focus on academic/student life integration (33%), explore diversity initiatives (29%), explore resource availability (19%), and examine the quality of facilities and improve as needed (10%). When taken in conjunction with the survey comments identified previously, several clear recommendations emerged including initiatives to help with the transition to college (living-learning communities, first year experience and UNIV101, clear communication and mentoring for first-year students), diversity and inclusion, early intervention to help students succeed (quality advising and mentoring, high-impact practices, counseling services, and academic-student life integration). There also were recommendations to consider the quality of facilities and explore and expand resource availability.
appendices
visioning team charge
Theme: Make Waves

Motto: Only with quality information and careful analysis can effective decisions be made.

Key areas of focus:

- Enrollment (recruitment, retention, UG, Transfer, Grad, Non-traditional, Online)
- How We Tell Our Story (Communications and Marketing)
- Our Relationship with our Community/Region/State
- The Quality of the Ship Experience

Charge: Develop strategies that will help Shippensburg University move firmly into the future as a leader in public higher education by identifying and pursuing opportunities to achieve broad-based excellence.

Outline how Ship can flourish as a leader in high quality academics, teaching, student success and community engagement.

Review opportunities and obstacles to achieving Ship’s aspirations and possible short-term and long-term approaches to attaining these goals.

Be independent and venturesome.

Make recommendations that are creative, innovative and are reflective of national best practices.

Meet with students, faculty, staff, alumni and community organizations in order to obtain a variety of opinions.

Submit one progress report from each committee and one final report for the team.

Team members acknowledge:

The President is free to adopt, modify, or reject various elements based on her view of their merits, budget and priorities.

University must increase its resources and find non-financial assets to build upon, as well as use what we have more effectively and creatively.
Make Waves!

Shippensburg University
Strategic Visioning Process
April 20th, 2018
Agenda

Welcome
Introduction
Small Group Visioning
Large Group Prioritization
Wrap-up
Welcome!

• Respect one another
• Listen to the opinions of others
• Collaborate with your team members
• Cell Phones off or on vibrate
• Powerpoint slides will be mailed to you after presentation
Project Context

- Strategic Plan created in 2016
- Work groups developed initiatives to address strategic initiatives.
- President Carter’s charge March 9, 2018
- Work progressed thus far
- Visioning workshop April 20, 2018
- Survey to stakeholders TBD
- Results to President Carter
Today’s Objectives

• Garner feedback from stakeholders on key initiatives that may be considered
• Identify top priorities across major initiatives
• Work together to define how “We tell the story”
• Discuss next steps
Small Group Visioning

- You’ll be broken into 3 small groups
- Review the Area of Focus given to you
  1. Brainstorm and record 10 possible initiatives to improve the Area of Focus
  2. Discuss in your groups how you would share the message or “Tell Our Story” related to your area of focus
- Be prepared to share with the larger group
Enrollment Initiatives

Note: these are in no particular order – the groups brainstormed these lists.

Choose the top three initiatives and hit ‘send’

1. Expand Living/Learning Communities (e.g. International Students)
2. Strategic Partnerships (e.g. International Agencies to recruit abroad)
3. Early College Initiatives/Partnerships to help w/ HS to college transition. Dual enrollment; pathways to careers
4. Creative and Earlier Financial Awards/Incentives
5. More Online Education – intentional, timely, aggressive
6. Expand Resource Sources- break with tradition; if it is a good strategy, don’t get stuck because of resources;
7. Advising Best Practices – focusing on advising
Enrollment Initiatives

- Living/Learning Communities (e.g. International)
- Strategic Partnerships (International
- Early College Initiatives/Partnerships
- Creative and Earlier Financial Awards/Incentives
- Online Education
- Expand Resource Sources
- Advising Best Practices in Advising
Choose the top three initiatives and hit ‘send’

Note: these are in no particular order – the groups brainstormed these lists.

1. Community Outreach Coordinator & Location in town – making easier to connect campus & community; experts list to share; connect to nonprofits
2. Local Families Host Students (e.g. out of state students; international students, etc.)
3. Parking – make it easier to come visit campus
4. Flex Cards – be able to use in town
5. Ship Responsible Raiders – expand and enhance
6. Town and Gown Meetings – bring these back; rotate where they meet (on/off campus)
7. Ambassadors program – alums and current students: help them see themselves as liaisons to the university – go back to their communities & legislators to share
8. Increase Partnerships with Local School Districts (SASD & CASD) through transition experiences (also reconsider programs such as Pitt Partnership)
9. Community Immediate Volunteer Needs – easy, fast way to tell students about immediate volunteer needs (texting?)
Relationship with our Community Initiatives

- Community Outreach: 78%
- Local Families Host Students: 11%
- Parking: 17%
- Flex Cards: 6%
- Ship Responsible Raiders: 11%
- Town and Gown Meetings: 39%
- Alumni Ambassadors: 50%
- Increase Partnerships with...: 61%
- Community Immediate...: 28%
Quality of Ship Experience Initiatives

Choose the top three initiatives and hit ‘send’

Note: these are in no particular order – the groups brainstormed these lists.

1. Expand Living-Learning Communities
2. Mentorship and Advising (Faculty, Community, and Student)-strong mentorship program
3. More Academic/Student Life Integration-ongoing & intentional
4. First Year Experience- emphasizing personal values & responsibility
5. Showcase High Impact Practices- full day research/academic expo; connect w/ enrollment/admitted students day
6. Explore Diversity Initiatives – “all are welcome” institutionalize this; value statement; be intentional
7. Explore Resource Availability-particularly think of how and timing of our resources (secretarial support; learning center, etc.) are offered (nontraditional student issues; single parents, etc.)
8. Quality of Facilities – be intentional about quality of ongoing needs with facilities for the future
9. Continue to Enhance and Expand Early Intervention

Others that could not be included (9 cap): student senate peer support/address obstacles; better communication; focus on a culture of engagement
Quality of Ship Experience Initiatives

- Living-Learning Communities: 33%
- Mentorship and Advising (Faculty and Student): 38%
- Academic/Student Life Integration: 33%
- First Year Experience: 52%
- Showcase High Impact Practices: 38%
- Explore Diversity Initiatives: 29%
- Explore Resource Availability: 19%
- Quality of Facilities: 10%
- Early Intervention: 43%
Tell Our Story

• Let’s review the concepts related to your area of focus in the first exercise.
• What major themes are there?
• What initiatives do we think are important to remember that will impact all 4 pillars of focus?
Choose the top three initiatives and hit ‘send’

1. Ambassadors Program
2. Town/Region Presence
3. Continued Connection to Alumni (Nonprofits, Education, etc.)
4. Embrace Tech/Social Media Initiatives (continue/expand use of short videos)
5. Connect with Lawmakers
6. Audience Segmentation/Target Populations
7. Personal Mission Statement
8. Invention/Reinvention Students-students can invent/reinvent themselves at SU (particularly nontraditional); unconventional reinvention
9. Value of Education- Return on Investment; private edu at public cost; can we do anything else w/ affordability
Storytelling Initiatives

- Ambassadors Program
- Town/Region Presence
- Continued Connection to Alumni…
- Embrace Tech/Social Media Initiatives
- Connect with Lawmakers
- Audience Segmentation/Target Populations
- Personal Mission Statement
- Invention/Reinvention Students
- Value of Education

Percentages:
- 20%
- 25%
- 40%
- 60%
- 10%
- 15%
- 40%
- 35%
- 35%
Any Final Thoughts?
Thanks from your SCP Team

Monica Gould
Rebecca Hollenbach

717-790-8723
www.yourstrategicconsultant.com
survey results
Q1 Please identify yourself from all categories that apply:

Answered: 1,330  Skipped: 1

<table>
<thead>
<tr>
<th>ANSWER CHOICES</th>
<th>RESPONSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alumnus</td>
<td>57.52%</td>
</tr>
<tr>
<td>Undergraduate Student</td>
<td>18.87%</td>
</tr>
<tr>
<td>Faculty/Retired Faculty</td>
<td>14.74%</td>
</tr>
<tr>
<td>Staff or Administration/Retired Staff or Administration</td>
<td>11.95%</td>
</tr>
<tr>
<td>Graduate Student</td>
<td>6.92%</td>
</tr>
<tr>
<td>Community Member</td>
<td>6.54%</td>
</tr>
<tr>
<td>Other (please specify)</td>
<td>3.16%</td>
</tr>
<tr>
<td>Current Student's Family/Support System</td>
<td>2.33%</td>
</tr>
<tr>
<td>Prospective Student's Family/Support System</td>
<td>1.20%</td>
</tr>
<tr>
<td>Prospective Student</td>
<td>0.30%</td>
</tr>
</tbody>
</table>

Total Respondents: 1,330
Q2 Please select the extent to which you agree or disagree with the following statements about Shippensburg University.

Answered: 1,327 Skipped: 4

<table>
<thead>
<tr>
<th>Statement</th>
<th>STRONGLY DISAGREE</th>
<th>DISAGREE</th>
<th>NEITHER DISAGREE NOR AGREE</th>
<th>AGREE</th>
<th>STRONGLY AGREE</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>I speak highly of Shippensburg University.</td>
<td>2.11%</td>
<td>2.34%</td>
<td>7.69%</td>
<td>40.50%</td>
<td>47.36%</td>
<td>1,326</td>
</tr>
<tr>
<td>The university has a responsibility to strengthen its relationship with the town of Shippensburg.</td>
<td>1.15%</td>
<td>1.61%</td>
<td>7.20%</td>
<td>43.80%</td>
<td>46.25%</td>
<td>1,306</td>
</tr>
<tr>
<td>The university’s relationship with the town of Shippensburg is positive.</td>
<td>2.55%</td>
<td>10.96%</td>
<td>32.72%</td>
<td>41.82%</td>
<td>11.96%</td>
<td>1,296</td>
</tr>
<tr>
<td>It is easy for community members to find relevant campus members when looking for partnership opportunities.</td>
<td>2.04%</td>
<td>10.37%</td>
<td>55.02%</td>
<td>25.63%</td>
<td>6.94%</td>
<td>1,225</td>
</tr>
<tr>
<td>It is easy for campus members to find relevant community members when looking for partnership opportunities.</td>
<td>1.88%</td>
<td>11.68%</td>
<td>51.80%</td>
<td>27.86%</td>
<td>6.78%</td>
<td>1,224</td>
</tr>
</tbody>
</table>
Q6 How important is each of the following in undergraduate student recruitment efforts?

Answered: 1,316  Skipped: 15

<table>
<thead>
<tr>
<th>Offered Activity</th>
<th>NOT AT ALL IMPORTANT</th>
<th>SLIGHTLY IMPORTANT</th>
<th>NEUTRAL</th>
<th>MODERATELY IMPORTANT</th>
<th>VERY IMPORTANT</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Offering early and creative financial awards.</td>
<td>0.77%</td>
<td>2.00%</td>
<td>8.21%</td>
<td>26.09%</td>
<td>62.93%</td>
<td>1,303</td>
</tr>
<tr>
<td>Partnering with school districts to help high school students make the transition to college.</td>
<td>0.53%</td>
<td>2.74%</td>
<td>6.78%</td>
<td>29.55%</td>
<td>60.40%</td>
<td>1,313</td>
</tr>
<tr>
<td>Partnering with school districts to present career pathways to high school students.</td>
<td>0.99%</td>
<td>2.36%</td>
<td>7.55%</td>
<td>31.05%</td>
<td>58.05%</td>
<td>1,311</td>
</tr>
<tr>
<td>Offering degree completion programs.</td>
<td>0.77%</td>
<td>2.62%</td>
<td>12.01%</td>
<td>29.87%</td>
<td>54.73%</td>
<td>1,299</td>
</tr>
<tr>
<td>Partnering with school districts so that high school students can take SU classes.</td>
<td>2.59%</td>
<td>6.55%</td>
<td>10.43%</td>
<td>36.02%</td>
<td>44.40%</td>
<td>1,313</td>
</tr>
</tbody>
</table>
Q7 How important is each of the following instructional delivery options?

Answered: 1,314  Skipped: 17

<table>
<thead>
<tr>
<th>Instruction Delivery Options</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Face to Face Instruction – Traditional meetings of students and faculty in a classroom setting</strong></td>
</tr>
<tr>
<td><strong>Blended Instruction – A mix of face to face meetings and instruction delivered through an online platform</strong></td>
</tr>
<tr>
<td><strong>Online Instruction – Instruction delivered through an online learning platform</strong></td>
</tr>
</tbody>
</table>

The table below shows the percentages of responses for each category:

<table>
<thead>
<tr>
<th>Category</th>
<th>Not at all important</th>
<th>Not important</th>
<th>Neutral</th>
<th>Important</th>
<th>Very important</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Face to Face Instruction</td>
<td>0.08%</td>
<td>0.61%</td>
<td>3.89%</td>
<td>28.07%</td>
<td>67.35%</td>
<td>1,311</td>
</tr>
<tr>
<td>Blended Instruction</td>
<td>1.76%</td>
<td>4.29%</td>
<td>19.68%</td>
<td>45.64%</td>
<td>28.64%</td>
<td>1,306</td>
</tr>
<tr>
<td>Online Instruction</td>
<td>4.38%</td>
<td>11.37%</td>
<td>29.72%</td>
<td>32.57%</td>
<td>21.97%</td>
<td>1,302</td>
</tr>
</tbody>
</table>
Q9 How would you want to be involved in helping to tell our (SU) story? (check all that apply)

Answered: 1,000  Skipped: 331

<table>
<thead>
<tr>
<th>ANSWER CHOICES</th>
<th>RESPONSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Share information on FB or other social media platforms</td>
<td>41.30%</td>
</tr>
<tr>
<td>College Nights or Open Houses at School Districts</td>
<td>37.60%</td>
</tr>
<tr>
<td>Travel to local high schools for open houses, college nights, career days etc.</td>
<td>37.50%</td>
</tr>
<tr>
<td>Assist with New Student Orientation</td>
<td>32.30%</td>
</tr>
<tr>
<td>Attend and lead small groups during Confirmed Student Days</td>
<td>26.50%</td>
</tr>
<tr>
<td>Write letters to students</td>
<td>25.20%</td>
</tr>
<tr>
<td>Host an event for incoming students at a local place to allow students to network before arriving at Shippensburg University</td>
<td>24.20%</td>
</tr>
<tr>
<td>Other (please specify)</td>
<td>21.90%</td>
</tr>
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Total Respondents: 1,000
Q14 In what ways do you obtain information about Shippensburg University information/media/events? (check all that apply)

Answered: 1,273   Skipped: 58

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<th>ANSWER CHOICES</th>
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<td>Ship's webpage</td>
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<td>SU Magazine</td>
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<td>Facebook</td>
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<td>Internal Email</td>
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<tr>
<td>Current student</td>
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<td>Press Releases</td>
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<td>Twitter</td>
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<tr>
<td>Instagram</td>
<td>14.85%</td>
</tr>
<tr>
<td>Other (please specify)</td>
<td>12.96%</td>
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<tr>
<td>YouTube</td>
<td>2.83%</td>
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Total Respondents: 1,273
Q15 Please rank at least the top three people that you would have the most meaningful conversation with to obtain information about Shippensburg University?

Answered: 1,237  Skipped: 94

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<td>Current student enrolled</td>
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<td>8.83%</td>
<td>3.37%</td>
<td>2.18%</td>
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<td>Young Alumni (graduate within the last 5 years)</td>
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<td>7.99%</td>
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<tr>
<td>Specific-subject faculty member</td>
<td>22.27%</td>
<td>22.37%</td>
<td>21.02%</td>
<td>7.49%</td>
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<td>16.14%</td>
<td>20.18%</td>
<td>11.55%</td>
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<td>Faculty member in general</td>
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<td>9.62%</td>
<td>16.62%</td>
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<td>18.51%</td>
<td>27.84%</td>
<td>686</td>
<td>3.02</td>
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close-ended questions survey results categorized by stakeholder group
Q2 Please select the extent to which you agree or disagree with the following statements about Shippensburg University.

Answered: 1,316  Skipped: 3

I speak highly of Shippensburg University.

The university’s relationship with the town of Shippensburg is positive.
It is easy for community members to find relevant campus members when looking for par...

Q1: Faculty/Ret...
Q1: Staff or Administrat...
Q1: Undergraduat...
Q1: Graduate Student
Q1: Current Student’s...
Q1: Community Member
Q1: Alumnus
Q1: Prospective...
Q1: Prospective...

Strongly disagree
Disagree
Neither disagree nor agree
Agree
Strongly agree

Presidential Visioning Team Survey

It is easy for campus members to find relevant community members when looking for par...

Q1: Faculty/Ret...
Q1: Staff or Administrat...
Q1: Undergraduat...
Q1: Graduate Student
Q1: Current Student’s...
Q1: Community Member
Q1: Alumnus
Q1: Prospective...
Q1: Prospective...

Strongly disagree
Disagree
Neither disagree nor agree
Agree
Strongly agree

2 / 4
I speak highly of Shippensburg University.

The university’s relationship with the town of Shippensburg is positive.

It is easy for community members to find relevant campus members when looking for partnership opportunities.
Q1: Faculty/Retired Faculty

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Q1: Staff or Administration/Retired Staff or Administration

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Q1: Undergraduate Student

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Q1: Graduate Student

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Q1: Current Student's Family/Support System

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Q1: Alumnus

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Q1: Prospective Student

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Q1: Prospective Student's Family/Support System

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It is easy for campus members to find relevant community members when looking for partnership opportunities.

The university has a responsibility to strengthen its relationship with the town of Shippensburg.
Q6 How important is each of the following in undergraduate student recruitment efforts?

Answered: 1,304  Skipped: 15

Partnering with school districts so that high school students can take SU classes.

- Not at all important
- Slightly important
- Neutral
- Moderately important
- Very important

Partnering with school districts to help high school students make the transition to ...
Partnering with school districts to present career pathways to high school students.

Offering degree completion programs.
Partnering with school districts so that high school students can take SU classes.

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<th>NOT AT ALL IMPORTANT</th>
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Partnering with school districts to help high school students make the transition to college.

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Partnering with school districts to present career pathways to high school students.

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Presidential Visioning Team Survey

Q1: Faculty/Retired Faculty

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Offering degree completion programs.

Offering early and creative financial awards.

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Other ideas that are important for undergraduate student recruitment (please specify)

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<th>Q1: STAFF OR ADMINISTRATION/RETIRED STAFF OR ADMINISTRATION</th>
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<th>Q1: GRADUATE STUDENT</th>
<th>Q1: CURRENT STUDENT’S FAMILY/SUPPORT SYSTEM</th>
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Q7 How important is each of the following instructional delivery options?

Answered: 1,302  Skipped: 17

Face to Face Instruction - Traditional meetings of students and faculty in a classroom...
Facility/Retiree
Staff or Administrative
Undergraduate
Graduate Student
Current Student's
Community Member
Alumni
Prospective...
Prospective...

Blended Instruction - A mix of face to face meetings and instruction delivered through...
Facility/Retiree
Staff or Administrative
Undergraduate
Graduate Student
Current Student's
Community Member
Alumni
Prospective...
Prospective...
### Face to Face Instruction – Traditional meetings of students and faculty in a classroom setting

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### Blended Instruction – A mix of face to face meetings and instruction delivered through an online platform

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### Online Instruction – Instruction delivered through an online learning platform

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### Presidential Visioning Team Survey

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**Other comments regarding methods of instructional delivery:**

- Q1: FACULTY/RETIRED FACULTY: 72
- Q1: STAFF OR ADMINISTRATION/RETIRED STAFF OR ADMINISTRATION: 48
- Q1: UNDERGRADUATE STUDENT: 46
- Q1: GRADUATE STUDENT: 20
- Q1: CURRENT STUDENT'S FAMILY/SUPPORT SYSTEM: 8
- Q1: COMMUNITY MEMBER: 26
- Q1: ALUMNUS: 170
- Q1: PROSPECTIVE STUDENT: 170
Q9 How would you want to be involved in helping to tell our (SU) story? (check all that apply)

Answered: 995  Skipped: 324

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<th>1: Alumnus</th>
<th>1: Prospective Student</th>
<th>1: Prospective Student's Family/Support System</th>
</tr>
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<tr>
<td>TRAVEL TO LOCAL HIGH SCHOOLS FOR OPEN HOUSES, COLLEGE NIGHTS, CAREER DAYS ETC.</td>
<td>48.80% 81</td>
<td>31.93% 53</td>
<td>22.03% 26</td>
<td>35.54% 63</td>
<td>25.35% 18</td>
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<td>31.11% 168</td>
<td>33.33% 1</td>
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<td>19.72% 14</td>
<td>26.32% 5</td>
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<td>HOST AN EVENT FOR INCOMING STUDENTS AT A LOCAL PLACE TO ALLOW STUDENTS TO NETWORK BEFORE ARRIVING AT SHIPPENSBURG UNIVERSITY</td>
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<tr>
<td>WRITE LETTERS TO STUDENTS</td>
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<td>28.81% 34</td>
<td>35.65% 77</td>
<td>29.58% 21</td>
<td>42.11% 8</td>
<td>30.00% 18</td>
<td>19.26% 104</td>
<td>33.33% 1</td>
<td>20.00% 5</td>
</tr>
<tr>
<td>ASSIST WITH NEW STUDENT ORIENTATION</td>
<td>41.57% 69</td>
<td>28.81% 34</td>
<td>35.65% 77</td>
<td>29.58% 21</td>
<td>42.11% 8</td>
<td>30.00% 18</td>
<td>19.26% 104</td>
<td>33.33% 1</td>
<td>20.00% 5</td>
</tr>
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<td>ATTEND AND LEAD SMALL GROUPS DURING CONFIRMED STUDENT DAYS</td>
<td>25.90% 43</td>
<td>11.57% 23</td>
<td>11.57% 25</td>
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<td>42.11% 8</td>
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<td>33.33% 1</td>
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<td>COLLEGE NIGHTS OR OPEN HOUSES AT SCHOOL DISTRICTS</td>
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<td>32.36% 322</td>
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<td>37.29% 44</td>
<td>37.29% 44</td>
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<td>37.29% 44</td>
<td>45.07% 11</td>
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<tr>
<td>OTHER (PLEASE SPECIFY)</td>
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<td>19.49% 23</td>
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<td>19.49% 23</td>
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<tr>
<td>TOTAL</td>
<td>49.95% 497</td>
<td>32.36% 322</td>
<td>32.36% 322</td>
<td>37.29% 44</td>
<td>37.29% 44</td>
<td>37.29% 44</td>
<td>45.07% 11</td>
<td>37.29% 44</td>
<td>45.07% 11</td>
</tr>
</tbody>
</table>
Q14 In what ways do you obtain information about Shippensburg University information/media/events? (check all that apply)

Answered: 1,264  Skipped: 55

<table>
<thead>
<tr>
<th></th>
<th>Facebook</th>
<th>Instagram</th>
<th>Twitter</th>
<th>Ship's Webpage</th>
<th>Su Magazine</th>
<th>Press Releases</th>
<th>Current Student</th>
<th>Youtube</th>
<th>Internal Email</th>
<th>Other (Please Specify)</th>
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<td>14.59%</td>
<td>80.54%</td>
<td>44.32%</td>
<td>31.35%</td>
<td>23.24%</td>
<td>4.32%</td>
<td>79.46%</td>
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<td>Q1: Staff or Administration/Retired Staff or Administration</td>
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<td>10.74%</td>
<td>12.75%</td>
<td>77.18%</td>
<td>45.64%</td>
<td>26.17%</td>
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<td>61.90%</td>
<td>61.90%</td>
<td>33.33%</td>
<td>27.38%</td>
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<td>Q1: Alumnus</td>
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<td>0.00%</td>
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<td>Q1: Prospective Student's Family/Support System</td>
<td>56.25%</td>
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<td>75.00%</td>
<td>18.75%</td>
<td>31.25%</td>
<td>0.00%</td>
<td>43.75%</td>
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</tbody>
</table>

Total Respondents: 623
notes from final team meeting
Visioning Team Closing Meeting Summary  
September 26, 2018

Members in Attendance:
Carolyn Callaghan      Barbara Lyman
Liz Fisher            Marc Renault
Sue Morin             Jamonn Campbell
Christine Royce      Curt Miller
John Kooti            Caryn Earl
Alex Barrett          Amy Diehl
Lori Smith            Liz Kemmery
Barry McClanahan      Jerry Wilson
Tim Maret             Azim Danesh
Mindy Fawks           Martin Worthy
Adam Roth             Kara Laskowski

Opening Comments:
The meeting with the Visioning Team to consider the draft report was opened by Carolyn Callaghan at 8:05 a.m. which set the stage for the final task as reviewing the report and considering what key strategies can be added and also for considering what needs to be done prior to the final report being submitted on Friday.

It was indicated that we would be covering quite a few items today and some that may be timed due to the need to frame everything within the charge.

All committee members were thanked or all of their prior work and all of their work today as we finalize the report to be presented to President Carter on this Friday.

The initial charge given to the Team was that we were to develop strategies which is the focus today – to determine what specific strategies we can provide and develop that will all us to flourish as a regional Institution in Higher Education.

Points to Consider:
• We have met with a variety of constituents and also conducted a survey in order to reach as many people as possible to provide input. Please keep the framework in mind as we progress with our work today.
• Strategies could be very specific or broad in nature. That is reflective of the conversations and survey data that has happened or been collected thus far.
• Are they creative, innovative, and reflective of national best practices? It may be possible that determining what is a national best practice is needed.

Clarification Points:
• Liz Fisher added that all of the questions to be reviewed today are on the handout provided. It will be emailed to those who could not make it today as well with all comments being submitted within twenty-four hours for inclusion in the final report. We will however take all comments whenever submitted and forward new ones along to the President.
• Adam Roth: Based on the meeting with the PASSHE Chancellor yesterday – what is the key reset idea to be successful as a system. For the purpose of this group is that a condition set for what we want to do and should we consider that as we develop this final report?
• John Kooti – this is a visioning of the university not a tactical process for making decisions. We have priorities set and that is what we are doing today – looking at those. These priorities should work with what the Chancellor has in mind for a reset. It is expected that each institution should be given an opportunity to use their priorities.
• Barbara Lyman – parts of the report could be extended. For example, page 4 related to what the visioning report is and that it does not replace the AMP or strategic plan.
• LF: If you met with the chancellor and that influences what you bring to the table that is fine. If you haven’t participated in chancellor’s meetings, then that doesn’t limit your participation today.

The discussion questions are listed below. Comments were also shared via written feedback and are included in the discussion below.

**Small group discussion and reporting: Based on the report and process, what are your top recommendations for strategies in your key area? Are they, “creative, innovative and are reflective of national best practices?”**

**Community Engagement**
- Increase and publicize opportunities for community input and relationships
  - Regular town/gown meetings (Noted: community-campus may be preferred term given the negative connotation of town/gown)
  - Informal and formal ways for community members to communicate with campus (email, informal connections in town, etc.)
  - Location in town and people to connect to within town.
    - How do we consolidate the physical presence of people who already do things in town?
    - Have the President join members and community members on campus at certain points to engage them in conversation.
- Increase and publicize opportunity for community participation/planning of campus and partnered events:
  - Review website- is it user friendly? Clear, easy to use events calendar.
  - Targeted publicity regarding campus events.
  - Ways for community members to tell us things in an informal way.
    - How can we connect those who aren’t on the town/gown meeting?
- Examine the economic development that is mutually beneficial. Comment: Investigate University of North Alabama (North Alabama University) strategy for developing engagement strategies.

**Quality of Student Experience**
- Alignment of appropriate class sizes, facilities, and resources (AMP!)
- Weekly communication that tells people about changes, upcoming points, events etc.
- /transparency
- Shared governance
• Diversification of services to meet needs of various students: adults, commuter, etc.; academic/social events. Have we examined that all groups can be included or are they excluded based on logistics of offerings?
• Better utilization of alumni (be sure to follow up w/ contact information!)
• Balance new program development with existing programs
• Culture: perception, profile, options/activities; connects to community relations
  o Party culture/alcohol/drugs – how can we change that culture and perception of that culture to change social behavior.

**Telling Our Story:**

**Updating the website:**
- Link on the homepage to a faculty/staff director
- Including a FAQ questions page on the home page
- It is easier to do a Google search than go to the website.
- Include specific and targeted information for alumni highlights that are part of the “telling our story”.
- Assemble a small group of diverse people to determine what is “missing” from our website.

**Providing Alumni/Students/Faculty & Staff with targeted information**
- Develop dissemination ways that provide alumni or community people with the stories that they can share.
- Develop short videos of students and alumni that can be put on a dedicated page (incorporate the YouTube Channel) and allow people to go see them and be able to use them in conversation.
- Cheat sheet of information related to general information. Break down information into targeted demographics.
- Utilize MailChimp to send out a monthly/quarterly email newsletter directing them to specific focal points that can be highlighted.

**New Student Tours**
- Work with Admissions Ambassadors and put them through an intensive training program that helps them know the information about Shippensburg to alleviate issues with the use of misinformation or wrong information.

**Social Media**
- #ShipProud as a potential hashtag for dedicated day per month asking people to highlight Ship and Ship logos.

**Utilize Student Organizations**
- Use student organizations alumni lists to target information. People might be more inclined to assist based on their student organization affiliations than just as alumni.

**Recruitment/Access/Retention**

• **Early partnerships and engagements**
  - Connect new students as soon as possible so they feel that they are part of the community.
  - Connect with career pathways and readiness that high school students are exploring.
  - Market on the actual platforms (i.e. Career Cruiser) to interest students

• **Capitalize on industries in the local area**
- Look at growing fields in the area and nationwide. Use information about those areas to develop new programs.
- Help students/parents see the ROI for their investment.

**Develop connections with the community**
- Help people see how what we do fits into the local community
- Develop ways to help students feel successful within this atmosphere.

Additional written comments: Look at how students are seeing the challenges of enrollment; when students are completing portions of their education online, dually enrolled, AP classes – how the university partners seamlessly with other higher education. In this environment, being competitive and help to students enrolling with advanced credits can help reach students and families. Intersect pathways efforts in high school.

**What changes need to be made immediately to the final report? What changes would be nice to make to the final report?**
- Questions on why it is broken up into these four areas need to be explained and clarified for others within the actual report.
- Bring the items forward and get to the “meat” of the report
- Have and include an executive summary of the top 12-15 things that are recommended included at the front of the report.
- Appreciated the fact that it was stated that the recommendations should be viewed in context and relationship to the AMP and Strategic Plan.
- Highlight that there is a “crying out” for a need to relationships within the community. Also, better determine how to do this.
- Place an asterisk next to the alumni on the membership of the list.

**What worked about this process? What could be improved about the process?**
- How to incorporate student voice within the report and committee. Focus groups should be held and incentives for the students.
- Take what people viewed as straight feedback and determine how it translates to vision and creativity for the future.
- Broad representation was a positive aspect. It was good to have the reporting out at meetings.
- Find where students are and be invited to that space to gather information.
- Timing of meetings prior to the inauguration specifically.
- Ensure that we have community voices beyond community leadership included in the report.
- Written feedback: good opportunity for interaction and input; good representation and opportunity for collective thoughts and ideas

**What are the vital next steps with the information we have gathered through this process and report? What would you like to see happen next?**
- The next steps already identified in the draft report include: A university representative connects with anyone who provided contact information on the survey; Explore the survey data in more detail based on stakeholder groups; university representative needs to review all open-ended comments and direct comments and suggestions to the appropriate department or unit of the university.
• Gain feedback from the President – discuss the report with the Visioning Team individually and then hold some type of town hall meeting where the report and current/future actions are being discussed.
• Determine what the next step or process is after the submission of the report.
• Written feedback: top 5-10 ideas that create the ‘vision’