

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
-

- 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 not 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

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
-

—

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 t

Enrollment Management (*DRAFT*)

- Develop and implement an enrollment management plan

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?

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*

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
-

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

Common Themes

Sense of IUP community – campus environment and culture

Communication throughout university on all levels

Enhance and promote athletics

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
-

- 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

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

- 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

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 experie

- 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
-

- Need to work with community outside IUP to reduce/r

- 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**

- 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

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)
-

- 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
-

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 ver3.15789(h)-0.95r any a59(v7(e)3.70.805(h)-0.9564

- 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
-

- 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
-

- 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

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

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

- Recognize as service or alternate workloads, faculty efforts on outcome assessment
-

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

Participant Responses

- 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

- 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
-

-

What are your suggestions for achieving this goal?

Participant Responses

- 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

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

- Continue use of middle states or external self evaluation/assessment team
-

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

- 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

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

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?
- Disseminngsnil

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

What are your suggestions for achieving this goal?

Participant Responses

- Find new ways to bring people in – times are changi

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.

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

- 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
-

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

- 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!

What are your suggestions for achieving this goal?

- 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
-

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

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.

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

- 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

-

What are your suggestions for achieving this goal?

Participant Responses

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

Participant Responses

- 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

- 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
-

-

What are your suggestions for achieving this goal?

Participant Responses

- 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

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

- Continue use of middle states or external self evaluation/assessment team
- city

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 - 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 gr

-

- 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
-

- Feature outstanding achievements of faculty & alumni as evidence of quality and to attract students
- Where is the marketing/programming component for ou

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
-

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 not control but can plan to take advantage of in the future – can be considered future stre(u)-0.958863(n)-0.9567d [(s)-1.7465()-0.4794

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

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

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

3. What do you think are the top 3 opportunities of IUP? (Opportunities are defined as positive external conditions that IUP does not 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 threats of IUP? (Threats are defined as negative external conditions that IUP does not 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 academic excellence and quality.

5. Describe what academic excellence and quality means to you.

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

The second goal is citizenship and civic engagement.

7. Describe what citizenship and civic engagement means to you.

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

The third goal is institutional advancement.

9. Describe what institutional advancement means to you.

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

The fourth goal is enrollment management.

11. Describe what enrollment management means to you.

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

The fifth goal is continuous improvement/resources

13. Describe what continuous improvement/resources 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 Piwinsky, 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 Mutchni.478208()-0.478439(R)-4.28hS(R)-4.2820.478208(R)-4.28247(o)-0.957028(b)-0.956417