

IUP Key Stakeholder Interviews Common Themes

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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- Outdated facilities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 strengths.

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

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

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

Strategic Goals

Academic Excellence and Quality

What does this mean?

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

What are ways to achieve this goal?

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

Divergent opinions

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

Citizenship and Civic Engagement

What does this goal mean?

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

What are ways to achieve this goal?

- Develop stronger partnerships in the community with businesses and community leaders
- Implement service learning program – volunteer requirement for students

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

Divergent opinions

- Regional v. national/international focus

Enrollment Management

What does this goal mean?

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

What are ways to achieve this goal?

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

Divergent opinions

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

Institutional Advancement

What does this goal mean?

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

What are ways to achieve this goal?

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

Continuous Improvement/Resources

What does this goal mean?

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

What are ways to achieve this goal?

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

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

Divergent opinions

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

Vision for IUP

What will IUP look like in 20 years?

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

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

Observations and Recommendations

- There is overlap in some of the strategic goals and the points within them.
- The goal “Continuous Improvement/Resources” seems to address two distinct issues – outcomes assessment and resource development. The Strategic Planning Committee should consider separating this goal into two (2) goals: “Continuous Improvement” and “Resource Development.”
- Several comments from the key stakeholder interviews were consistent with the findings identified in the Integrated Marketing and Enrollment Management Plan conducted by STAMATS. This is particularly the case for the achievement of the following two (2) goals: “Enrollment Management” and “Institutional Advancement.” It is recommended that the Executive Summary of the Integrated Marketing and Enrollment Management Plans be used in future meetings of the

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

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