

<b>Distinctive Teaching and Learning</b>	
<b>Idea</b>	<b>Category</b>
More programs for moving directly into the workforce such as LPN and medical assistant without a 4-year degree	Add/Drop/Modify Academic Programs
Create opportunities for Messiah branded "badges" and "certificates" for certain skill sets for internal and/or external constituents	Add/Drop/Modify Academic Programs
Expand 3-2 programs to do a Masters at Messiah or elsewhere	Add/Drop/Modify Academic Programs
Expand our online offerings for traditional undergraduate students, both synchronous and asynchronous online offerings.	Add/Drop/Modify Academic Programs
More 5-year paths for undergraduate + graduate degrees	Add/Drop/Modify Academic Programs
Reconciliation studies minor (using the language of the mission statement); or a certificate in reconciliation studies	Add/Drop/Modify Academic Programs
Blending remote with in-person students; what are best practices; learning best practices or using newer technology.	Add/Drop/Modify Academic Programs
Consider fully online undergraduate programs for both trad. age and non-trad. age undergraduates. Big challenge is how to build and foster community in an online presence.	Add/Drop/Modify Academic Programs
Create programs that other institutions would see benefit in to increase revenue (example: International Business Institute)	Add/Drop/Modify Academic Programs
Develop an an Associates Degree program in Creative Writing. The student will construct and present narratives in written text and thoughtfully negotiate contested issues, working collaboratively with others to achieve mutually agreed outcomes. The student will also Develop a cosmopolitan and multicultural commitment as well as a local perspective on social and cultural issues. He/She will demonstrate through writing the ability to interact in a culturally competent way. A two-year program will draw non traditional students from a variety of backgrounds and it will help to sure up existing degree programs.	Add/Drop/Modify Academic Programs
Develop digital badges for technology and information skills. For example: a digital badge for health science students to identify and avoid predatory publishers as they evaluate open access publications found through internet sources. The ability to detect predatory publishers and "fake science" will impact patient health and safety.	Add/Drop/Modify Academic Programs
Excellent, affordable, flexible online undergraduate programs	Add/Drop/Modify Academic Programs
Maintaining gen. ed. programs that are interdisciplinary (like FYS/CCC); but also what does that mean for traditional disciplines?	Add/Drop/Modify Academic Programs
More robust summer online course offering.	Add/Drop/Modify Academic Programs
Move to offering some on-line classes every semester. Help dual enrollment across the country. Prepare students for on-line grad programs. Quest courses. Serve high school students well.	Add/Drop/Modify Academic Programs
Physician's Assistant program	Add/Drop/Modify Academic Programs
Marketing, advising and preparation for 3-year tracks or double majoring before their first year experience	Add/Drop/Modify Academic Programs
More trainings for adult learners such as one-day experiences to learn about a topic of interesting (beekeeping!)	Adult Learning

## Distinctive Teaching and Learning

consider articulating a more focused or clear Christian approach - what is our niche within American Christianity, or global Christianity?	Branding & Marketing
focus pedagogy. If we do not sell a story, there are challenges to that. Who are we, what are we trying to be?	Branding & Marketing
With new calendar, opportunities for an 8-week or half-semester course	Campus Calendar
Change the climate to be more welcoming/supportive; the curriculum needs to shape this climate	Campus Culture
An annual all campus reads program.	Campus Events
More consistent programming around annual theme (maybe how individual departments can relate to/apply the theme); and use this theme to address what's happening in the world right now	Campus Events
Look for expertise from both curricular and co-curricular realms to develop programs	Cross-Campus Collaboration
Boost living-learning communities; needing buy-in on both res life and faculty sides; more interaction across curricular and cocurricular groups	Cross-Campus Collaboration
Create a repository of co-curricular expertise available to curricular educators	Cross-Campus Collaboration
Example: Biology department - combining the curricular and co-curricular. Helps learning to flourish. Engaging. Hands on. Builds relationship.	Cross-Campus Collaboration
FYS-Faculty and Co-curricular partnerships in the classroom. Assign co-curricular "partners" to each FYS course. Both the faculty and co-curricular educator can work together to provide a holistic view of on-campus resources. Throughout the semester (3-5 times), the co-curricular educator can "attend" class and present and/or partner with the faculty member in presenting the course material.	Cross-Campus Collaboration
Promoting more collaboration between curricular and co-curricular experiences	Cross-Campus Collaboration
Use co-curricular expertise in the classroom more; how can curricular and co-curricular areas share ideas and expertise more	Cross-Campus Collaboration
New campus pastor integrated fully into academic side; sooner rather than later (don't wait to start search/hiring process). Also praying about this as an institution.	Cross-Campus Collaboration
Design courses with self-paced elements or options for pockets of courses--possibly even some courses could be asynchronous self-paced with support options-- establish criteria for who could take those	Curriculum
More on-line options for the undergraduate students; allows students to choose on-line versus in-person instead of a requiring professors to teach hybrid course. Perhaps more effective than trying to teach hybrid.	Curriculum
A general education curriculum designed around the weakness we see in our nation during this pandemic. How do we better teach gen ed science, so that our graduates understand the process? How do we better teach mathematics for all? Maybe statistics. How do we better teach history in light of "cancel culture," bringing down monuments, etc? How do we better teach about racial injustices? This is just the beginning. The time is perfect for a bold new general education curriculum.	Curriculum
Develop a Created and call for Community Sunday School/Bible study/Small group curriculum that can be purchased and utilized by local congregations.	Curriculum
Increase in Culturally Responsive Teaching (CRT) or Culturally Responsive Pedagogy (CRP) best practices	Curriculum
Increase in Universal Design for Learning (UDL) in pedagogy	Curriculum

## Distinctive Teaching and Learning

Integrated information literacy instruction throughout, and mapped to, the curriculum. Similar to the Writing Across Campus initiative. In an "information-rich" world, information literacy is a critical skills that cannot be taught in a single session or in only gen-ed courses. Rather, it must be integrated and mapped throughout the curriculum and delivered through a partnership between teaching faculty and librarians.	Curriculum
Just like every major currently has a "writing in the discipline" requirement, I believe every major should have an identified "inclusive excellence" requirement, be it a course or a project that informs them about inclusive excellence-related content and practices in their discipline.	Curriculum
Need to continue on online curriculum not just as a response to Covid, but ongoing; learn to do it better	Curriculum
Trade school concept in addition to traditional education environment; students come to learn about all of the facets in a particular field such as sustainability; providing more hands-on, trade education than in-class training	Curriculum
Cross cultural opportunities re-envisioned, especially if J-term is lost; huge part of Messiah experience, recruitment, retention	Diversity & Inclusion
Extend the culturally intelligent training to accountability for actions.	Diversity & Inclusion
Extend cultural training type idea to training for students who struggle and have disabilities	Diversity & Inclusion
Raising of endowment funds for strategic academic and cocurricular programs; resourcing	Endowment
The more programs/courses put online the further out we should be able to reach; it would be great to reach more high school students with our courses to introduce them to Messiah	Enrollment Practices
More of an investment in existing programs: technology for teaching, classroom updates.	Facilities
More space for collaboration with services, service learning opportunities on campus (e.g. Agape Center, Collab, admin offices);	Facilities
Shared simulation space for all healthcare programs (Nursing, OT, PT, Dietetics, etc.)	Facilities
Help faculty and others have a better understanding of what is going on in high schools. Everything from personalized learning (mentioned in the presentation but not something I was aware of) to use of white boards vs chalk boards. How are high schools using virtual learning during covid so that we know what experience students have had? Hard to be distinct without knowing what is "normal" for students.	Faculty/Staff Development
Implement more margins for faculty and employees to think and create during the work week.	Faculty/Staff Development
Invest in employees through increased instruction in the resources that we already have. Oftentimes librarians find out that employees don't know how to use library resources or realize that the resources are for them as well as students. We already have access to statistics databases for example that can help drive informed decisions. Let's make the most of our resources by providing training and instruction to employee groups about our great resources.	Faculty/Staff Development
More support for faculty in doing new things (either creatively or in response to current conditions). Only one ITS person also has teaching experience (I believe) so there is better support for HOW to do something vs WHEN to do something.	Faculty/Staff Development

### Distinctive Teaching and Learning

Opportunities for our own faculty to gain some education credentials to enhance their teaching skills (many have expertise in their field but no formal education on teaching best practices); perhaps mini-courses or digital badging to create the opportunities for faculty to skill-up and be given the time and/or compensation to do so	Faculty/Staff Development
consider ways to boost faculty morale and respect their role as educators (the prompt, and many discussions on campus, seem to avoid even using the word faculty, or treating them as anything distinct. Mixing RDs, faculty, pastors, co-curricular educators all together, all the time, diminishes the educational value of professors.	Faculty/Staff Morale
Consider decreased tuition for online students and remote students.	Financial Aid/Affordability/Literacy
*Enhancing leadership programs in/out of classroom across a wide range of majors especially with students who need skill-building (e.g., expanding internships)	High Impact Practices
Expand internships	High Impact Practices
Increased support for undergraduate research to include a campus-wide scholarship day in the spring, more support for summer programming, and general recognition of the significance of the experience for students and the workload of faculty to support such an experience.	High Impact Practices
Integrate more practice learning along with traditional learning - internships, non-profits. ELI is a start, but scope could be larger. We want students to leave with skills and professions, ability to pay the rent. Might be a certificate re. practical skills.	High Impact Practices
Interdisciplinary collaboration on project via Collaboratory and/or other avenues	High Impact Practices
More support for CPDC regarding internships—finding opportunities, connecting students—I'm not sure that staffing has kept up with increased demand due to ELI. Communicate to students why ELI internships with the paired course are superior to one they find on their own (i.e., not for credit).	High Impact Practices
I know that the plan is to thread inclusive Excellence/CQ through a revised QuEST/GE curriculum. It would work well to think about the scaffolding and ensure that those who teach only in one part (i.e upper division QuEST or majors courses) get grounding in the elements covered in earlier courses (i.e. CCC is supposed to be built on in Ethics, Pluralism, Worldviews and Capstone, but that does not happen consistently.)	Internal/External Communication
Reconciliation messages across curricular and co-curricular experiences	Internal/External Communication
Continue with synchronous Zoom and in-person instruction post-COVID. This opens possibilities for remote undergraduates.	Online Learning
Increase in online and blended/hybrid course offerings	Online Learning
Invest in online education - How can we have online only programs and maintain the educational integrity and focus on community?	Online Learning
Maybe more undergraduate online offerings; but not hybrid programming. But disciplines in which a graduate must work with their hands following graduation should not see a decrease in this hands-on training. It is vital to our graduates obtaining jobs.	Online Learning
Provide a certain number of hybrid/online courses per semester for our students. They are expecting this after their high school experience over the past year.	Online Learning
*building relationships and collaborations with employers; partnering with employers to offer certificates to help build knowledge/skills of employees	Partnerships

# Distinctive Teaching and Learning

Align our undergraduate and graduate healthcare programs with an on-campus or partnered off-campus clinics to grow or maintain clinical hours (for both faculty and students). There are examples of schools who are already doing this well.	Partnerships
*Presenting virtual opportunities for local community involvement, lectures, and discussions.	Partnerships
Church partnerships	Partnerships
Help all undergraduate programs reach a level of excellence with community partnerships	Partnerships
Partnership with local schools to increase information literacy of potential and dual-enrolled students. Because of demographic changes, school budget cuts and student unfamiliarity with quality resources, students come to a university with LOWER information literacy skills than ever before. Yet they are expected to comb through an information landscape of increasing complexity. Partnerships with local schools and dual-enrolled programs, including information literacy instruction and access to university-level information resources, can address this demographic gap and lead to better student learning outcomes.	Partnerships
Ultimately base pedagogy decisions based on data and best practice for optimal student experience. For example: maintain a max of 15 students for on-line classes.	Pedagogy
Be more innovative in general, in pedagogy, IT, etc.; needs to be resourced appropriately	Pedagogy
Inquiry and project based general education requirements. Right now there is an artificial distinction between major and GE classes, the liberal arts and the applied arts. Project based requirements will help break those distinctions and allow for a synthesized learning experience.	Pedagogy
International/Intercultural experiences to provide opportunities for students to gain increase cultural competence/humility	Student Experience
Non-traditional student opportunities for undergraduates, such as in nursing. We are entrenched in traditional learning, and we need to find innovative ways of including them.	Student Experience
Build more outside, urban connections, which would connect to diversity. Unfortunate that Philly campus is gone and Harrisburg connection is lagging. Want students to be able to make more connections. Get off campus. Get into the world.	Student Experience
Engage service learning and community involvement with the intention of increasing civic engagement	Student Experience
Faith formation within majors, like chapel opportunities for specific majors	Student Experience
Get rid of the ability to test out of classes. Keep the students here longer.	Student Experience
Added support to Academic Accessibility Center-- process for testing, accommodations, -- problems for 6-7 week terms, services for writing, ESL for grad students, human capacity of staff to handle services.	Student Support
Robust care of mental health challenges to help support students emotionally in order to engage their academics	Student Support
If students are coming with knowledge/ability already, utilize badge/certificate opportunities to encourage students to jump in and work toward degree progression	Student Support

# Distinctive Teaching and Learning

Personalize first year information literacy instruction to increase the confidence of students. First year students often state in a library survey that they feel overwhelmed and scared because of the size of the library (print and online). Personalized instruction through technology can increase student confidence in their research skills, leading to students feeling more academically prepared, feeling that they "belong" at an academic institution, and increasing student outcome and retention.	Student Support
Secure funding stream to support students in courses with shorter term travel, whether cross-cultural or embedded travel courses, in order to increase access to these powerful experiences.	Student Support
With a presumably increased focus on May term since J-term will go away, what opportunities could that provide?	Student Support
Consider the nature of varying technologies so that they can complement each other and be accessed in similar ways, rather than compete with attention in ways that make adding them confusing and discouraging.	Technology
Ways to make faculty life easier to free up time for creativity. As an example, there exists software to transfer Word-formed exams into Canvas quizzes which would save HOURS as we transition to online and would have value even post-Covid. I learned on my own that such a thing exists. It would be wonderful to have a campus license.	Technology

University Rising	
Item	Category
Literacy and Math Labs in Education Major so students can build tools/skills toward early success in career.	Add/Drop/Modify Academic Programs
Marketing grad. programs, certificates, badges, etc. more	Add/Drop/Modify Academic Programs
Maybe to consider... in order to push ahead with these initiatives, you have to drop some programs and items that are not working. Deeper cuts are needed to provide space for the tree to grow and blossom.	Add/Drop/Modify Academic Programs
Students/alums seem to be connected to a part of the college/university, e.g. sports team, collaboratory, etc. But not to institution as a whole. Problem? Try to make bigger connection to students. Not just to major or program, etc. We don't tell our _whole_ story well always. Should be focused on celebrating the benefit of a Messiah education. Sometimes the common message declines once students are on campus. What classes are integrative? CCC, capstone course. Who teaches these courses? Are they committed to telling the Messiah story well? Note the difference between the old and new gen ed. Change in student culture more and more focused on specific groups - athletic teams, majors, etc. Possibility of identity crisis if we don't deal with question of who we are.	Alumni Involvement
We have done several campus culture/diversity surveys, which is great. We've not done a broader campus engagement/satisfaction survey of employees. We may be doing well or maybe there are certain issues, but I'm not confident we know that in any systematic way.	Assessment
Ensure that new initiatives for areas can be assessed in terms of their impact on others and be selective; Recognize that self-service is often a shift in workload.	Assessment
Streamlining of redundant administrative structures. Streamline busy work. Fewer people work here now; we need to cut down the workload too. This speaks to our value of each other.	Assessment
Appreciate how Kim tells our story and that there is permission to share the good things (rather than looking at this as bragging); social media is a great platform for that but would be great to share the good things on campus as well	Branding & Marketing
Continue to seek diversity and pursue reconciliation with realistic representations of the student demographic in marketing	Branding & Marketing
Marketing should partner with designated departments to brainstorm marketing strategies to reach potential undergraduate and graduate students.	Branding & Marketing
More resources for Web presence—keeping website up to date becomes a bottleneck since much of edits need to be done by others.	Branding & Marketing
Offering more information in Spanish (webpages, brochures, "see anew" etc.)	Branding & Marketing
Prioritizing more video marketing; hiring a videographer; videos communicate with people in a different way than photos; make sure everyone/everything on campus is videoed and not just the same areas on campus over and over	Branding & Marketing

Update the photos, videos and content on the website, potentially utilizing our students to help create this content. Students could also create more virtual content to help the community innovate connection and fun across campus.	Branding & Marketing
Appreciate how marketing has worked to present a holistic vision with coherent fonts; strong marketing team can help to present a holistic, coherent package	Branding & Marketing
Balancing regional and national marketing (advertising at local Ski Resorts, Christianity Today, etc.)	Branding & Marketing
Celebrating the ways in which Messiah grads are making important impacts on the world - both with big things and smaller things; not necessarily making lots of money but making a difference in the lives of people	Branding & Marketing
Continuing to market "see anew" with grad. programs and adult degree programs	Branding & Marketing
Get people more connected with marketing so that they know what is happening on campus and can market those things better	Branding & Marketing
Join weather net to so that Messiah shows up on news; may be equipment still on Kline Hall	Branding & Marketing
Make voluntary videos of people's testimonies, what they like about Messiah, etc.	Branding & Marketing
More directed marketing for certificate programs, e.g. reaching out to local schools to advertise the online teaching cert. in the Graduate Program in Education (huge missed opportunity right now)	Branding & Marketing
More local marketing to help the community know the value of a Messiah education	Branding & Marketing
Related to marketing-When local churches have Christian bands/artists performing, have a table there to advertise, have info and free give aways. Create a relationship with churches and the community.	Branding & Marketing
Sometimes it takes some time to get things through marketing; University press is currently under-staffed; need to acknowledge how important press and marketing are and build on collaborations between marketing and departments	Branding & Marketing
Study and assess the work flow and the marketing practices of organizations who have demonstrated successful cross media campaigns.	Branding & Marketing
Training on how to use social media well so that individuals can share information about Messiah and departmental happenings	Branding & Marketing
With University status and 'See anew' now is a good time to get that out there; really like the new 'See anew' with the phrasing	Branding & Marketing
Ensuring that the time to bring people on board with an idea is intentionally planned in the process proactively.	Campus Culture
Have voluntary list of employees, their spouses, and children (phone numbers). Carpool list, and the like.	Campus Culture
Making the community feel welcome on campus	Campus Culture
More transparency	Campus Culture
Transparency is key from the top down	Campus Culture



More FUN activities to create relationships (ropes course, hikes, wellness, canoeing) between staff, curricular and co-curricular employees; making sure leadership carves out time for these; utilizing the beautiful outdoor spaces on campus	Campus Events
Seeking ways to bring the public on campus by reaching out to the community and making the community feel welcome	Campus Events
Celebration on the Green type events brought back; outdoors rather than in Parmer	Campus Events
Continuity of resources across all schools and departments (for technology, supplies). More collaborative decision-making related to decisions on resources.	Cross-Campus Collaboration
More faculty consulted in regards to technology. Aim for advanced user.	Cross-Campus Collaboration
More meetings and activities where curricular and co-curricular meet/work together (such as Educator's day); creating task forces of both curricular and co-curricular to work on mission related items and community building things	Cross-Campus Collaboration
The theme concludes with this statement, "This requires the campus itself to be state of the art – to be technical, innovative and, at its core, human." I am grateful to be at a place that dares to put those terms - technical, innovative, and human - together in one sentence. While this question seems focused on the material and technological conditions of the institution, I believe deeply that the most important element for this work is time. We as a COE, and certainly as faculty, need to be given more time to collaborate with each other, across disciplines and programs. Without this commitment to time opportunities, I think we end up producing too many strategies that are working parallel to but not with each other.	Cross-Campus Collaboration
Address pipeline programs for marketing purposes - What are the three things that make us distinctive?	Enrollment Practices
Culture of how spaces are used.	Facilities
Have third spaces available both on-campus and off-campus (especially in the Oakwood Hills commercial estate)	Facilities
More or better outdoor spaces for congregating, and even amphitheater for classrooms, and so forth.	Facilities
Reimagining of the library was impressive! Use that model to reimagine other campus spaces. Such as NOW we should IMAGINE Eisenhower, accessible parking that was lost in creation of the green space, etc.	Facilities
Res hall furniture is outdated; halls in general out of date; need group study spaces; creative strategies for fundraising, such as asking alums to finance one piece of furniture, maybe graduating seniors or recent alumni? (Compare to Shippensburg)	Facilities
Residential space needs visual upgrading and remodeling in order to recruit effectively and provide effective living/learning space	Facilities
Review the environments in academic buildings where students spend time--are they up to date? Other buildings as well? Outdated restrooms in many buildings.	Facilities
Update master facilities and dorms, such as new nursing facilities (and building).	Facilities

Apartments need communal spaces	Facilities
Chapel. Building community. The physical space.	Facilities
Create makerspace that combines innovation zone, technology assistance, research assistance, and creativity space such as 3D printers, poster printers, machines, etc. This innovating space will allow students freedom to explore technology with assistance available from ITS, Librarians, and others. Make the "Learning Commons" a truly interdisciplinary shared space.	Facilities
Create outdoor spaces.	Facilities
Creating a space for student innovation and digital literacy, perhaps combined with a makerspace, ideally staffed with peer mentor/tutors who can help students with digital projects	Facilities
Develop an innovation zone for employees. Professors lead employees through processes that inspire creativity.	Facilities
Doesn't seem very strategic, seems like upkeep - but an analysis of ALL student lounges and study spaces with an eye towards making them look modern and new would be a huge improvement.	Facilities
Have a designated "maker space" to work with faculty and students. This can generate revenue while providing opportunity for student digital proficiency.	Facilities
Having intentional seating spaces in the new green space	Facilities
Increase artwork and creativity all across campus (examples from Art Invasion)	Facilities
Integrating virtual spaces into the education and life on campus	Facilities
More flexible seating and tech-friendly classroom setups, along the lines of Steelcase classrooms, to enable and promote the use of innovative teaching strategies	Facilities
Our counseling and health service facility is far below state of the art. The need for a new facility has been noted in the past two institutional review reports. COVID has only made the inadequacies more evident.	Facilities
provide space for sharing of stories with potential incoming students	Facilities
providing opportunities to have more collaborative meetings so that faculty and staff can meet each other and collaborate; need places and spaces to collaborate between staff and academics	Facilities
Residence Halls - updated. Lounges built for community.	Facilities
Teaching spaces like their eventual working spaces.	Facilities
The firepits for this fall are wonderful. More intimate and innovative spaces like that would sure be nice.	Facilities
We want students to think about the future but we are asking them to live in spaces from the past.	Facilities
There exists an assessment of department chair and dea performance. I have never been asked to provide feedback to a chair and haven't been asked in the last 10 years to provide feedback regarding dean performance.	Faculty/Staff Development
Find ways to address burnout for faculty and staff --too overworked and stretched-- Admins serve multiple depts., faculty serve way too many committees, too many advisees, too frequently overloaded	Faculty/Staff Morale
Prioritize/streamline work in every area in order to preserve human capital (Everyone is burned out)	Faculty/Staff Morale

The humans who work here often don't feel valued. I encourage the leadership team to really take a step back and consider how to value and care for humans. This theme is so important, and it needs to be rooted in authenticity.	Faculty/Staff Morale
We've been asked to do a lot but I don't believe commensurate appreciation has been expressed. (not there has been none, but limited, sometimes followed by a "but here's something else we are going to ask")	Faculty/Staff Morale
More margin, resources and people is needed for more innovation	Funding
"State of the art," "technical," "innovative" "human" - What's the relationship between the 1st 3 and the last? We should engage this more.	Internal/External Communication
Faculty voice has diminished in recent years, and especially recent months. In some ways, the work of faculty leadership committees no longer aligns with the COE handbook, and that was even before COVID. I'd like to see a restoration of faculty voice. (process improvement)	Internal/External Communication
More decentralized decision making, especially as we move further in to a university structure top leadership can't make all the decisions. We tend to centralize when we need to move faster which is a false dichotomy.	Internal/External Communication
Tighten up our ability to deliver education to fully remote learners (and we need to keep offering fully remote option)	Online Learning
Do more with "see anew" internally; how do we take that pedagogy of see anew and ligatures into our day-to-day?	Pedagogy
An important aspect of distinctive pedagogy that is often neglected is communicating to external stakeholders (students, parents, employers) that these initiatives are in place and what significance we have. for example, although we no longer have a J-term (for understandable reasons), it was clearly a situation where we didn't take sufficient advantage of this distinctive pedagogy. We talked about it as if it was a "requirement" for First Year and Sophomore students that juniors and seniors could "get out of" rather than as an advantage for intensive learning, opportunity to focus on one subject, flexibility for field trips...not just substantial programming such as cross-cultural courses. Distinctive pedagogies are less helpful for recruiting and maintaining students if they aren't communicated as such.	Pedagogy
Increasing opportunities to help students in financial need (food pantry, donated clothing, care, etc.)	Student Support
Regarding narrative/values: More support for our LGBTQ+ students	Student Support
More investment in IT, e.g. networking, Human Resources in IT	Technology
Curriculum Planning Assistant-- looks at degree audit-- predictive modeling for who needs specific courses-- helps us avoid low enrollment, registration forecasting, student educational planner like an 8 semester plan-- resources of server space	Technology
Human resources for ITS and proper equipment.	Technology
Invest in technology for predictive modeling for student advising, course planning, space utilization, hiring processes. This may help with marketing, reduce cost, promote efficiency.	Technology

Technology should be more flexible/intentional -- right now, all classrooms are designed to deliver the same things, but some should be dialogue-based vs. lecture.	Technology
We have to make sure that the basics work. Technology. Not all working at the level they need to be. We want to deliver the basic education first. Hear and be heard.	Technology
Figure out a way to increase the WiFi on campus	Technology
Problem - every room has different technology.	Technology
Spaces in res halls need better Wi-Fi and cell reception	Technology
Technology should be more accessible outside	Technology
Updates of classroom technology to attract prospective students and enhance pedagogy.	Technology
Who do we determine a minimum standard of technical ability?	Technology
With all of the emphasis on trying new things in technology, expand how IT works with faculty... something like a way to try things in class with an assistant right there... extra tech assistants in the classroom... beyond Digital Proficiency project	Technology

Sustainable Future	
Idea	Category
Look for opportunities to combine undergrad and grad programming; allow online option for undergrad. For example, TESOL certificate could be merged since it is the same for a grad vs undergrad student.	Add/Drop/Modify Academic Programs
Avoid low enrollment sections of courses as we pursue ADP .... Efficiencies- no way we need separate courses for ADP students than for traditional students- we don't need separate sections-put them together	Add/Drop/Modify Academic Programs
Let traditional undergraduates take adult degree program courses.	Add/Drop/Modify Academic Programs
More 4+1 programs (like what we're doing with AT; consider for MSW)	Add/Drop/Modify Academic Programs
1+3 programs (for HS students to take a year here that might transfer elsewhere, but hopefully keep them here); building out our Dual Enrollment options to create a year program for them to complete	Add/Drop/Modify Academic Programs
Adult learner programs need to be NEW ideas. We've started with some that have been run by other institutions for years - and I'm not sure they are going to bring in the students we hope for.	Add/Drop/Modify Academic Programs
Biblical & Religious Studies certificate partnered with our Adult Degree programs. Many times Adult Learners are interested in further biblical training but cannot afford to get a degree in this field. Basic Bible, theology and Religion courses could supplement their Adult Degree Program.	Add/Drop/Modify Academic Programs
Chemical Engineering? A big up front investment	Add/Drop/Modify Academic Programs
Consider masters of social work program because our bachelors is already at an accelerated level-- possibly our undergrads could do a 5-year option, also appealing to those from other bachelors programs (examine applications of the 5-year OT model).	Add/Drop/Modify Academic Programs
Increasing graduate level certificate programs	Add/Drop/Modify Academic Programs
The arts and the humanities are, in my view, some of the richest curricular spaces for later in life adult learning, for those who are not looking exclusively for career development but also for life, human, consciousness, spiritual development. I would love to see work toward adult programs in these areas, likely programs that are interdisciplinary.	Add/Drop/Modify Academic Programs
Would any two year programming be appropriate? This is truly a brainstorm. I'm not sure we want to head that way. But are there two year, more technical training programs, within some of our disciplines, that could meet the needs of academically weaker students?	Add/Drop/Modify Academic Programs
Expanding certificate offerings and employer trainings	Alternative Academic Programs
Certifications and badges seem like a great way toward sustainable future for adult learners	Alternative Academic Programs
Consider adding 2-year, certificate, basic life skills and training programs, and also giving credit for life skill experience	Alternative Academic Programs
Continuing education site for degrees/fields that require consistent learning (computer information science, nursing, psychology, etc.)	Alternative Academic Programs
Hosting classes off-campus for example for teachers who want to get a masters on their own site	Alternative Academic Programs

Innovative option for nontraditional students to enter certification programs such as nursing or education--- consider some lower level courses being offered through asynchronous self-paced modules (example for nursing-- nursing theory, NURS 203; example for education, EDUC 209, Principles and Structures of Math)	Alternative Academic Programs
Prioritize generating certificate options and make sure there's an online option to be more flexible(analyze the local market to figure out what certificates would be beneficial; not everyone needs a 4 year degree); we can use the certificates for employability and 4 year degrees for advancement	Alternative Academic Programs
Degree-extension classes for alums and others to meet new needs of marketplace. Something for people before they possibly jump into master's program. These could possibly be done off- or away from campus, maybe at satellite campuses.	Alternative Academic Programs
Increasing degree completion programs	Alternative Academic Programs
Modularized credentials/digital badging opportunities (bundling certain courses into a smaller credential on the way to a full degree)	Alternative Academic Programs
Have someone who can have dedicated time to analyze synergies so that rather than having redundant programming (for example that may be poorly attended by students because of too many choices), have select collaborative initiatives that allow for decreased human and financial costs.	Assessment
Analyzing where we have duplicated processes, identifying the best practice, and educating the community and extended community to follow it	Assessment
Use faculty expertise to present content on Christianity and "topic"; indirect benefit to enhance the visibility of Messiah as a specifically Christian institution; distinctive from other regional schools	Branding & Marketing
Better promote ourselves to community, such as continuing education opportunities for professional development, webinars, in-services, etc.	Branding & Marketing
Fine line between keeping your identity and keeping up with trends. Also, a communications challenge - Do parents of 18-year-old curious students care about grad programs and badges?	Branding & Marketing
Getting our courses into national course banks for various disciplines	Branding & Marketing
Have students collect biographic stories from senior adults centered around themes and publish these stories. Learning life from those who have learned things through living.	Branding & Marketing
Helpful to be honest forthright about what things (even not the most economically advantageous) we need to have. Requires a conversation about who we are, where we want to go, and what's most important.	Branding & Marketing
Innovate in areas that we're already good at. Decide who we are, what we're good at, and how we can build already good, very good programs to being great to continue to attract excellent, curious undergraduate students. Relates to big question - Do a few things very well or lots of things good?	Branding & Marketing
Not do it. Figure out what we do well and do it. Ask should we do it?	Branding & Marketing
Condensed learning opportunities such as 6-week offerings instead of full semester	Campus Calendar
Promote a culture of reflecting on how one can be more efficient and accomplish the same goals.	Campus Culture
Ensure that our systems and staffing are supportive and healthy.	Campus Culture
Concern that increasing efficiencies doesn't overtax any particular employee group (expectation of continuing to include remote learners in face to face classrooms would be taxing to faculty)	Campus Culture
Learning for Life opportunities, for enrichment; exploration; updating skills	Career Development

We could be more collaborative around course topics that multiple departments share. Departments want their "own" course in X rather than working with other departments in design. It goes both ways--sometimes we don't ask and sometimes we don't accommodate.	Cross-Campus Collaboration
Ways for departments to get out of silos and work together more collaboratively, curricular and student support services to partner, etc.	Cross-Campus Collaboration
An individual simply CANNOT be a life-long learner with superior information literacy skills: the ability to determine the information need, the ability to locate, search, find, and access information, and the ability to understand, evaluate, integrate and apply new information. Integrate information literacy instruction across life-long learning initiatives. Technology can provide opportunities for personalized information literacy instruction.	Curriculum
Evaluation of Quest. Looking at Gen Ed in general. Are there adjustments that we can make to that. Complicates things for transfers. While still believe in the value of the liberal arts.	Curriculum
Hybrid learning as a way to bring nontraditional students into the traditional classroom	Curriculum
Pharmacy? That's a big undertaking.	Facilities
We don't think that we have the capacity to add new programs with the current morale, personnel numbers, and financial resources. (We just spent time paring down programs)	Faculty/Staff Morale
More experiential learning to increase intergenerational learning; reach out to businesses and secondary schools to help them enhance their learning or bring them to us to provide further life long learning	High Impact Practices
Cease parent Facebook groups (They are filled with questions that students should be empowered to ask and find answers for)	Internal/External Communication
School structure seems to be inefficient; as efficiencies are made we need to modify roles to fit time demands	Internal/External Communication
Would be helpful to hear rationale for the loss of some things (e.g. Philly campus) that are seen as helpful in many ways today.	Internal/External Communication
Better utilize the summer to offer online courses; expands our reach	Online Learning
Continue to increase online course offerings to keep up with other colleges that may increase online offerings post-COVID	Online Learning
Increasing online and blended/hybrid course offerings	Online Learning
Closer partnerships with the residents at Messiah Village, especially in professional mentorship with retirees	Partnerships
Collaborate with community and campus resources to develop a revenue producing "maker-space"	Partnerships
Have an on-campus or off-campus partner clinic to help healthcare students and faculty build or maintain their required hours (Engle Center or Oakwood Hills, perhaps?)	Partnerships
Business to business opportunities. Faculty member look to teach a class specifically to their employees.	Partnerships
Christian Ministry Certificate partnered with our Adult Degree programs. Adult learners who are volunteering in local churches, non-profits and para-churches are interested in training, but cannot afford to invest in a ministry degree program. We could offer training in the following: mobilizing and serving on/with volunteer teams, leading effective small groups, emotional healthy spirituality, etc.	Partnerships

Finding ways for students to be involved with local football, cheer leading, color guard and marching band programs	Partnerships
More connections to local schools	Partnerships
The Center for Public Humanities runs a "Teachers as Scholars" program that has been very successful. Might we explore a "People as Scholars" program that invites public intellectuals into the academy?	Partnerships
Enrichment comes from having older students in classes. What is the reality of it? Is it a crowded space competing for those learners?	Student Experience
Increase in flexible enrollment, being able to start/stop as needed (particularly for degree completion and/or certificate programs	Student Experience
Students not being able to meet 3rd year language requirement via travel.	Student Experience
Establish virtual communities for ADP /virtual students for support, flexibility and ultimately retention	Student Support
Ensure that we have the resources to support all students groups, not just the traditional undergrad, who we market to: academic support, mental health support. Also, review faculty requirements to allow flexibility in responding appropriately to non-traditional students. For example, requiring office hours when all learners are remote, is not congruent with such learners. Additionally, faculty development in the area of working with students who may have special and diverse needs. This seems to be an increasing population of students.	Student Support
Continued resources and support for commuter students	Student Support
We continually exceed out transfer student enrollment target. We seem to disregard this pool of students as a potential market rather than trying to attract them. As college costs increase, this segment will only grow.	Transfer Experience
How responsive are we to students coming in with credits (e.g., AP, dual enrollment, etc) who then want to graduate early? Do we have policies we can stand by or do we make exceptions to academic policies and course requirements to accommodate these students?	Transfer Experience



Transformative Connections	
Idea	Category
BESS fellowship program - develop this more	Add/Drop/Modify Academic Programs
Study successful vocational technical schools and assess opportunities to incorporate 2 year vocational degrees into Messiah's curriculum.	Add/Drop/Modify Academic Programs
There is a significant teacher shortage. Developing a paraprofessional to professional pipeline to help teaching aides become licensed teachers is a possible solution. In Black and Latino communities, this has the potential to increase the number of teachers of color in schools.	Add/Drop/Modify Academic Programs
The development office could do some rethinking regarding sustainable future. Mailed requests for donations go out once per year, I think in December to non-campus community members. That's great compared to the multiple requests other organizations send, even after they've received a contribution. However, a second mailing would be appropriate, especially since not everyone plans their donations in December. Another example: someone I know living in a retirement community received an in-person visit from a Messiah employee during Covid, conversing inside, and accepted refreshments which then lead to removing masks while being less than 6 feet apart. I think that is inappropriate. On the plus side, the development office has been more flexible about things like seeking sponsors for events—working with departments instead of creating barriers.	Advancement
Alumni office contact alumni for videos of what students are doing and what they have accomplished. Put on website for anyone to watch, including donors.	Alumni Involvement
Alumni clubs? Send faculty and students to alumni clubs?	Alumni Involvement
By leveraging primarily alumni connections to the institution, we limit our collaborations on the grounds of race, denomination, region, etc. I would encourage pursuing collaborations with groups that would not only continue Messiah's legacy but actually - and perhaps dangerously - transform our legacy. This would include women's groups, Latinx and Black groups, and Christian groups outside the evangelical.	Alumni Involvement
Connections with successful alum.	Alumni Involvement
Partner students with alumni in the field	Alumni Involvement
Need to promote the faculty who have significant recognition to outside audiences, prospective students. Need to highlight the faith/learning component--it's our distinctive.	Branding & Marketing
Investigate barriers to partnerships with agencies who value our program/graduates, but do not promote our programs. Why are our own faculty not promoting our own programs??	Branding & Marketing
Messiah has typically taken the approach with the undergrad to only market "Messiah" broadly and there are opportunities to directly focus on particular major programs, particularly large ones where increasing the incoming students by, say 10%, would make a significant difference.	Branding & Marketing
Promote the service things that we are doing.	Branding & Marketing
Return to Christ Preeminent. Christ seems like an afterthought in many ways, which is very sad for an institution named after Him.	Branding & Marketing
Embed any of this in existing processes rather than saying we are also going to....	Campus Culture

# Transformative Connections

Outreach-- research forums and symposiums-- seek better marketing to community-- follow the model of Humanities Symposium to welcome community to scholarship symposiums, etc.	Campus Events
Utilize our campus for events the community might want to join, such as the creek, festivals, events or movies on the green	Campus Events
Arts Invasion Day in Harrisburg	Campus Events
Having more of our School of the Arts events happen in conjunction with arts organizations throughout the region	Campus Events
Traveling performances for Theatre & Dance and Music Departments	Campus Events
connecting students to people who are doing the jobs that they want to do; provide students with more of these opportunities early on in their college career; partner with non-profit organizations to have students volunteer in the field; Agape is doing an awesome job of this already but could we do it earlier in the college experience?	Career Development
Engaging our students in professional development particularly through conferences; help needed with fundraising for conference attendance; conference attendance really motivate students and provides exposure to the discipline	Career Development
General education category and credits (maybe 3) for service work.	Curriculum
Explore use of MOSAIC to address real-world problems through faculty scholarly products.	Curriculum
Would offering a discount to employee dependents for graduate work, lead to a positive revenue?	Enrollment Practices
Camp offerings during the school year for high school students to work with professors	Enrollment Practices
Increase international student base by expanding our (permanent) online learning options	Enrollment Practices
Increasing camp offerings during the summer - academic and sport and arts	Enrollment Practices
Offer after school programming in the afternoons and STEM camps during the school year	Enrollment Practices
Traveling theatre and dance productions to area schools	Enrollment Practices
Alternative energy uses such as solar panels; what could we be doing in grounds to eliminate lawn mowing; increase forests and pollinator meadows; making sure new buildings are LEED certified	Facilities
Bring back the daycare on campus; great for students to get experience in education and HDFS; major asset for employees and members of the community; helps with employee hiring/retention; employment opportunities for students	Facilities
Apartments a good idea. Brought in \$ to Messiah.	Facilities
Maker-space on campus. Although it's tough with our location. Maybe a Messiah Makerspace in Harrisburg? Could work with Chad Frey.	Facilities
Allowing individuals/companies/businesses to give to those areas where they have passion without restriction	Funding
Charge people to use the Starry parking lot/Creekside area	Funding
Charge fees for simulation labs in nursing for outside constituencies.	Funding
Seek grants and outside funding for existing projects and institutions	Funding
Corporate sponsors for athletics	Funding
Can we make better use of our graduate students (and do better for our graduate students) by increasing their opportunities to network with each other and the Harrisburg community (e.g., MBA).	Graduate Student Experience

Transformative Connections

Need much better communication between COE and administrative staff	Internal/External Communication
Transparency about what businesses the school has. Where do we sit financially?	Internal/External Communication
Chambers of Business, professional networking (Kiwanis, Young Professionals, etc.); not just upper administration, but faculty, students? But need to incentivize, if this is a priority	Partnerships
Collaboratory and Agape Center need to continue to build, partner with local as well as international organizations	Partnerships
Marriage enrichment programming offered on-campus or off where couples could come for the weekend to engage in workshops; parenting classes; family wellness center	Partnerships
Seek partnership with law enforcement agencies for participation in our programs; leveraging and marketing our expertise on campus to community groups.	Partnerships
Academic Practice Partnerships-- develop innovative partnerships with local organizations/businesses whereby faculty work percentage of time for that organization/business and percentage for teaching, maintaining current expertise in the field -- and allocating work load for each role. Even look at some adjuncts as liaisons between their practice agency and university... In some models, there is a pay agreement between practice agency and university... in education, supervising students in the field keeps Education faculty current with practices in the field, but current full loads and overloads do not facilitate such partnerships...	Partnerships
Creatively craft relationships with government and local businesses such as Digital Harrisburg initiative	Partnerships
Develop and interactive map of partners with whom we have or have had relationships to include on the Messiah website	Partnerships
Find partners that would take on the tuition of students if the student pledges to work for them for x number of years	Partnerships
Identify state/national needs/career shortages and build connections based on those needs (for example cybersecurity with DHS; language majors/politics/history with foreign service)	Partnerships
More partnership with other colleges, universities, and seminaries for reciprocal tuition, courses, and so forth.	Partnerships
Partner with IPEDS or Department of Ed. around big data	Partnerships
Provide options for pastors and congregations to utilize campus (retreats, worship nights and ministry options, workshops, concerts, performances, events, etc.)	Partnerships
We've increased our articulation agreements with community colleges, but there hasn't been commensurate ongoing communication about Messiah's major course requirements and any changes that take place in the curriculum. Community Colleges are eager to advise students looking toward transferring, but it should fall on them to keep up with changes we make.	Partnerships
Additional student streams even with non-cost effective programs such as IBI, camps, Into the City. What is actually bringing people here? Losing money on the right things.	Partnerships
Building more relationships with international colleges that offer American Degree Transfer Programs	Partnerships

# Transformative Connections

Can Engle center partner with other orgs to help with costs? Note: not a criticism of Engle center, just a recognition of current realities.	Partnerships
Collaboration with Mennonite Central Committee SALT program - one year overseas work. Mid-college gap year of service. Could it count towards a degree in some fields?	Partnerships
Connections to the Christian community in South Korea	Partnerships
Exchange program with some of our feeder schools in Malaysia. Send some of our students there.	Partnerships
Faculty teaching classes specifically for the employees of a specific business partner.	Partnerships
Having a systematic way for the institution to use the connections that faculty already have with the business world, government agencies, etc. Using the connections we already have/know	Partnerships
Having professors teach at other schools (high school/community college) -- increasing name recognition/recruitment opportunity	Partnerships
Improve donor relationships through creating affinity and building relationships	Partnerships
Mental health partnerships -- seeing members of the community on campus. Or partnering with employers to host our students as interns	Partnerships
More connections with international Christian schools.	Partnerships
Offering ESL services to local businesses; connecting grad and UG TESOL students and faculty with these initiatives	Partnerships
Partner with local communities on personal finance practices	Partnerships
Partner with Museum of the Bible	Partnerships
Partnering with institutions who like to recruit our graduates to provide tuition reimbursement.	Partnerships
Relationship with Methodist college in Malaysia is wonderful. How do we use lessons learned to find 1, 2, 3 more international partners like this.	Partnerships
Speaking at churches and local organizations; our own community needs to know about it;	Partnerships
Take Messiah college classes off campus to employers and other institutions	Partnerships
Use conference services spaces on campus in new ways, even during the school year. Would help build connections between organizations, employers and current students. Look at "business incubator" programs at some other schools. Similar to Shark Tank / Impact Venture challenge idea. Goal is to bring successful, real-world entrepreneurs to campus.	Partnerships
Use the Philly campus issue to review important issues - relationship among mission, purpose, various goals, but also economic stewardship. The relationship between these things is as relevant as ever. Perhaps we as an institution might be forthright and up-front about these issues.	Partnerships
Using our facilities (simulation labs, High Center, etc.) to build relationships with local organizations	Partnerships
Re-invent the work study program by collaborating with operations to incorporate educational outcomes from otherwise mundane labor. This will provide incentive and no doubt improve participation.	Student Employment
Create and utilize student-run businesses (hospitality, photography, coffee shops, entertainment, gaming, fashion, pottery, graphic designs, etc.). Additionally, ask students what restaurants and businesses they would like at Oakwood Hills	Student Experience
Encourage interdisciplinary student involvement in Collab style projects	Student Experience

Transformative Connections

Student initiatives with businesses. Taught skills and was profitable.	Student Experience
Is there fundraising directed at underprivileged and international populations for both undergraduate and graduate populations.	Student Support

What's Missing?
<b>Idea</b>
Advancing Innovation & Technology
Building Community Among Us (among students, faculty, etc.) -- be intentional about expanding our "core" community so that everyone feels included; how will we include adult degree, students/faculty of color, remote faculty/students?
Evaluate -- how does our practice of discount rates compare to sustainable practices? Where is the threshold for recruitment, retention of students and sustainable financial model for Messiah?
Diversity; making LGBTQ+ students feel more comfortable here; making sure both sides of political views are presented.
Feels like we're chipping away at all programs. Might be better for MU to decide what we want to put money/resources into and strengthen a few things. Tough because there might be further losses, hard feelings, etc.
Enhanced connections and reconciliation across employee groups and departments. What are the barriers?
Human sustainability. Nurture Messiah University Employees. (Need to put oxygen mask on first).
How do we stay affordable? Can we be all things to all people? Are we priced out of the market we are trying to serve? We either have to go for an affluent target market or we have to try to see what we can do to make ourselves more affordable.
Comprehensive communication strategy within the university community;
Commit to investing in employees (pay raises, professional development, allowing for margin in work/life balance)
Faith Commitment integrated into the other themes
<b>Inspiring Faith</b>
How do we equip our undergrad and grad faculty, particularly around how to have conversations of faith in the classroom
Telling the story of who we are-- we have an advantage-- rich history-- different community-- finding ways to make that really visible on campus and long before students get here. Time and focus and energy to people who aren't here yet.
Christian reconciliation especially in today's world with all of the animosity; we need to have conversations to understand what others believe and why they are choosing to do what they are doing as a result of that.
Reality of burn-out by faculty and staff. What are we doing to support them? How we can get resources for things like IT? Need to think strategically about this. Campus events and conference services also tired.
Sustainability of the workload demands on faculty and staff. Flexibility is needed!
Fostering mutual interdependence among departments (including co-curricular and other).
Promote/increase expected value. How are we conveying it? Is the price too high? It is all relative to the value. Communicate the value.
Nothing like the COE on the administrative side; various units don't necessarily communicate with each other
Leaders modeling appropriate work/life balance
Does Distinctive Pedagogy lead to Academic Excellence ?
<b>Practicing Reconciliation</b>
We want to retain a clear understanding of the value/significance of the liberal arts
God/faith is missing from these themes; Where is Christ Preeminent?; Can we use the word 'faith' to reach more people (such as non-church goers)

Observation - Most teaching, scholarship awards recently have gone to white men. Doesn't reflect makeup of our faculty. Look into this. We have significant #s of women faculty, but according to awards, they aren't rising to the point of getting dist. scholar chairs, etc. The focus group last year talking to younger, female employees was helpful in these ways.
Greater value placed on relationships, transparency, solving problems, bringing people to the table for dialogue, all from a Christian perspective.
Promoting mutual understanding.
Story telling. A lot of our constituents that are not hearing enough of significant stories. Transformation. Being relevant. How to get the story out. Suggestion to quadruple the marketing budget. Digital marketing is expensive but effective. How do we prioritize costs?
Allowing space for truly authentic communication - In other words, consult with faculty "boots on the ground" before coming up with new ideas or operationalizing the decisions.
Faculty and Student scholarship
More intentional conversation of what it means to be "well educated"; what is core to a well educated person?
Messiah has really differentiated itself from other Christian universities by being willing to have difficult conversations. How can we build on our commonalities (Imago Dei) rather than our differences?
We noted that not much of the material nor the questions prompted us to talk about Christian faith. Many parents are looking for.
More creative ways to promote community relationships and reconciliation.
How do we balance a strong sense of identity with flexibility and create employees who are capable of dynamic change?
Service; We draw people who have hearts for service (rather than money/paychecks); Can we emphasize the service piece more? Connect this to alums and their outcomes. What are alums doing in the area of service?
Improve Central Pennsylvania engagement in Messiah Athletics.
I don't see in the themes a focus on supporting and developing the employee base. Financial cuts, layoffs, overwork, and COVID have demoralized and demotivated employees. We're told we're appreciated, but it's more rhetorical than substantive.
Christ is missing. Connections to faith development.
I am very concerned about our human resources; the amount of work expected of us and the appreciation that is expressed for such work. As we cut positions, and have yet to cut many programs or ANY governance; the institution is just asking people to do more. This does not reflect what should be one of our basic values. We need a commitment to decreasing the workload, so that we can focus on what truly matters - the education we are offering our students and the time we spend with them.
This relates to stakeholders and sustainability broadly: One efficiency....when we get back to having food again at events...distinguish between events with off-campus attendees and ones for just employees. A faculty meeting doesn't need fancy presentation with platters at different heights and multiple colored tablecloths. That could be simply part of the order form and result in labor savings. On the other hand, make sure that a student event with invitees from the community doesn't get just a jug of lemonade with no punchbowl (a specific example, true, but related to the general principle). The Strategic Plan metrics included in the invitation email talk about catering revenue for external clients; that can be paired with decreasing costs for internal clients.
More cohesive spiritual atmosphere for all of campus. Keep corporate chapel time free of meetings. Close down offices. Encourage people to attend.

## What's Missing

Structuring decision making for faster response to external conditions. Decentralizing decision making rather than getting less input.



# BOARD FEEDBACK

## Distinctive Pedagogy

Relevant majors -- keep refreshed grad and undergrad and PHD
Distinctive Pedagogy - how distinctive are we. Does everyone think they are distinct? Who are we comparing ourselves to? Other institution? Other pedagogy?
Mandatory chapels should continue.... further investment in the chapel experience.
Drexler model co-op - 4 + 1
Virtual may help Messiah develop beyond our geography. Centers around the nation (world) with a common pedagogy. A hub and spoke model.
Reduce the debt at Oakwood Hills...take that revenue and give to Messiah and lower tuition cost for students.
Spin off's - like excellent nursing center. How can we expand that. (Engineering and accounting. How do we leverage these Centers of Excellence?) To attract students and bring in revenue? Graduate programs.
Develop world class graduate student programs - easier to do. This meets a need and enhances the revenue.
How can we create a new S-curve of education: cost, life-long, bricks and mortar, virtual
Medical and health fields
How does pedagogy happen? Who drives this? If it is individually driven, then it is not a collective approach and it will be difficult to be distinctive.
Invest in mentoring programs - teachers, upper classmen, community
Expedite the learning process to make a 3 year track
Infrastructure virtual beyond US.
Integrated Learning: cross-cultural opportunities, internships...what is the implication for major building facilities?
Using virtual for continuing education/the life long learner concept.
2-3 other classes for the residential experiences, but use the same faculty. Even sports teams at other locations. Campuses around the world. (Facilities not all in one place?)
How does MU strengthen the communication and relational capacities of each student? Times for "leave your device at the door". the soft skills - the interpersonal skills - that are so vital to the workplace
Energy with pace of change -- continue with sense of urgency
We are part of a mainstream education. Need to be related to real life (business). Blend of faith and practical education.
Continued investment in and enhanced inclusivity with respect to hospitality
Experiential learning - Expand, grow. Can we re-tool J-term? May term may not be sufficient to meet this objective. Incorporate mission experience.
Places that are face to face elsewhere, but classes are wherever.
More expensive to spend to 1/2 of their 4. years off campus or on-campus?
Executive programs - two years hybrid residential and online - like an MBA.
Continue excellent leadership -- strategic hiring top down
What does inclusive excellence mean?
Emphasis on in-person teaching especially for undergrads. Virtual should be offered in a robust manner but it does not replace the experience of in-person communication.

Address the skilled labor gap. Plumbers, electricians, welders. How do we integrate trade school skills with Christian formation & Messiah experience? Many truck drivers make \$100k/year... a humanities grad from Messiah will graduate with debt and never have the earning potential. How do we speak into that world? Parents want the well-rounded experience of the Messiah experience.
Community through virtual experiences no matter where you are.
*10 years from now what is the purpose of our buildings? To generate students out there or to fill up with students? How will we best serve digital natives
Embedded sense of community -- with more online
How do we measure effectiveness that our distinctive pedagogy produces the desired outcome.
Continue to develop hybrid opportunities to achieve a 4 year degree from Messiah University. Students will need multiple paths to achieve their degree.
AROMA program... expand it. Can we figure out how to engage more students into the sports programs? Re-instate the JV teams
Utilize speakers and faculty you can't bring to campus. (Who otherwise might not move to PA, but are the best of the best in teaching.)
What does it mean to be an educational institution for life (knowing people will live to be 100)?
continue to bring the Christian perspective both virtual and in-person
more Christian BOLDNESS -- how big can we go - carry urgency
Reduce tuition costs with the goal to make it tuition free eventually
Christian perspective - as urgent as our response to Covid
Main. of our distinctives which is our personal experience. Challenges - how do we do virtual and maintain one of our distinctives. (Engaged faculty and personal development.) Keep the culture!
A quilted education...patch-worked together
Campus green and open space
The "new quad" / green space. How do we visually represent "Christ Preeminent"? A large statue of Christ washing the disciples feet. Ties into the towels given at graduation
Continued investment in technology similar to the finance lab. Investment in technology in the health care field.
Messiah's own Facebook - (BeeKeeper - a tool for employees/students to communicate)
Technology allows us to be personal. Having the best technology is the best facilitator of human interaction. This can be a large line item. It helps connect us.
We've always been on the innovative track...keep innovating
virtual tour is great
Energized campus culture living at school and in the world. What assets do we have that we could engage and connect with community / society? How do we use our spaces more accessible to the community.
Expose students to organizations that are leading edge by sponsoring visits and opening up internship opportunities. *
Expand the IT budget to keep up with needs and stay ahead of the curve. We are concerned that we are falling behind what the students (and world) demand.
Where do we place the graduate school. Especially if it grows. Where do we place them? What if they outgrow their facilities? Are we building the infrastructure for these growth areas in these grad programs, especially labs.

Seek out an encourage innovative leadership, visionary leadership
marketing -- broadcast our message -- more money focused here
How do we manage the balance of residential experience and virtual learning? Is there a conflict? Can we access potential students that can afford the on-site experience? Does this open up the world to us?
look to Board to stay nimble - current - more strategic focus / tech savvy - youth
Expanding cross-cultural experiences into other communities
How do we strengthen our marketing on these vital skills for the marketplace: integrity, honesty, soft skills, working in a team environment, attitude of gratitude, 'we' vs 'I', humility. these skills set up a person for life-long learning in their work and life environment
How are Christian ethics embedded into every innovation? : integrity, honesty, soft skills, working in a team environment, attitude of gratitude, 'we' vs 'I', humility
nimble - to be online and on campus -- both at the ready
innovative virtual spaces -- enhance video capabilities - into global virtual world ****
Accelerate taking our disciplines (arts, business, nursing, etc) out to the community. Students, grads, staff.
Allow for profit companies to operate on campus *
Can we open a satellite campus somewhere to help get our brand out there - nationally and internationally? Other states... not Philly. Start there and move back to main campus after a year or two.
Continue to find a broadly Christian positioning of the college is important. This is an important distinctive. Leadership team needs to continue to nuance this. (How to keep the middle ground - not too conservative or liberal - that provides the right space. We have a big tent, but a strong middle core. There is a market for this middle ground.
ensure we include the Human element in becoming more technologically savvy
tech update -- Finance Lab --
Excellence in sport - how do get greater community involvement in our world.
Mandatory internships (more than one) *
Virtual campus visit expansion. There was great progress here during Covid... keep it going. Can we continue to make it high-touch?
*Virtual is essential. We have a declining demographic is college age kids. And less pool of evangelical funnel. It's narrowing. But the better we are in distinctives, the more we will be able to survive and attract those (From our competitors.) We can't lost the core. Virtual has to support our distinctives of our personal touch. Virtual an extension of but not a replacement of the in touch experience.
Tiger Team: Innovation is it helpful to include Gen-Zs when talking about innovation
maintain human interaction online -- show your face
Track how we've impacted our community. How do we get better at being visible with positive stories.
Expand on the IBI activities by providing opportunities within the US
Lifelong Learning; it is a combination of learning in your work environment and external learning outside your work. How does MU foster this going forward? The trend is toward self-learning, so how does MU set up their 'graduates' for lifelong self-learning?
Do we encourage first year or two on campus, and last two years can be a virtual experience if they need to save costs. That residential community is so important those first two years. (Foundational.) (Will everything move virtual and wealthy people will create in person communities?) Maintain and affordable, accessible online community.
how do our values get incorporated and embedded into every innovation?

leverage grad/phd programs to teach - assist in the classroom
Making programs available to the community. Work with business and industry groups to create certificate programs.
Promote a living / learning environment similar to the Chautauqua Institution that would provide living / learning opportunities for adults during the Summers to share faith experiences, lectures and performances on campus. Create connectivity with Rider-Musser. *
*Expand the executive education programs. Certificate programs... business, ministry, communication. Biblical studies? Theology? Certificates for teaching Sunday school. Market to businesses... Many careers have Con-Ed requirements - How do we market to this need?
Messiah Masterclass!
*Tiger Team: including multi-generations in addressing this particular issue of life-long learning. How can source individuals in the marketplace who is 35, 45, 55 and ask "how can MU help you in this season of your development?"
Would Messiah think of being a seminary or offering continuing education for pastors?
create the lifelong connection -with Messiah U
Winding Hill back to main campus
Can board members zoom in now if they are sick?
No more snow days now? Now that we have these resources?
space for adult learners -- commuter lounge concept
Can we highlight specific demographics for outreach. Like pastors? Or politics? Could these specific programs be relevant at any point of time. Consistent with our areas of expertise.
Keeping working on adult competition and certificates. Dedicate a % of budget. Do this for the next 5 years. (3-5 year goal of investment and see what happens.) What certificate or completion programs are the best. (Senior citizens can audit these programs.)
Can you pay 'once' for Messiah and once you graduate, you can come back every 5 years for a learning update...for free? Customers for Life! This keeps a graduate attached to the school which is more than a memory from days past.
Tony and Barbara love a great quality lecture on video. You can pause it and take notes and listen at anytime. (They are currently doing online grad classes.) Do we have a good quality infrastructure to tape and edit the lectures well. Good studio and editing and marketing. We need to make a commitment to do this well. Therefore we need to build capacity in this area.
Shared success stories from adult learners
build out the expanded campus community -- residents tied to Messiah U
Expand multi cultural support to students and families.
Recruiting experienced professionals who have pragmatic skills to bring to the classroom. More people like Peter Greer... help bridge the gap from the theory to the practical.
Reduced price classes for senior citizens. TO get them in an on the campus. Exposure.
We must address the financial aspect of what it costs to get an initial degree? If it is an undue burden coming out of undergrad degree, they may not come back for further education. Undergrad degree debt is a prohibitor for future educational engagement with the school
The Lifelong learning concept (free courses) creates more donors.
Faculty lead local presence - start in the community -- start in retirement programs

Trade school like -- pastoral program for 2nd career
Provide opportunity for access to courses to residents in the community (non-degree seeking) to promote inter-generational connections
Intentional discussion and programs around the impact of social media and healthy methods of connecting with others. *
Offer class audits for free (limited trial offer) for non-traditional students.
Fuller and others seem to be opening up campus presentations to alums and general public. Does Messiah do this? To engage you into campus life. Getting people in touch with the resources of the college.
How do we see Messiah as more than, "that's the place where I got my degree at age 22?" How do we foster MU as the place we go to learn, regardless of our age?
Going virtual - the lectures are so easily disseminated. Now we have access and it feels good!
keep faculty engaged - and focus on their importance
integrate Winding Hill with campus activities
Through technology, allow professionals to take courses for continuing education credit
Continued investment in mental health resources. *
Mentorship connection center? Be a Barnabus, Teach a Timothy, Pursue a Paul
Joachim's Sunday school is intergenerational. Very helpful. Likes that concept.
Engage younger leaders at every conversation...challenge the conventional
Relationship between Messiah Village and Messiah University. (What is it again?)
investment in the adult learners to stay connected
Rider Musser - integrated commercial activity with the U
Retirement and healthcare business focus - elder care related activities are where the jobs will be
Focus on areas that the university excels and connect with donors with similar interest. Create shark-tank/think-tank experience or competition to define real world projects. Expand Collaboratory.
Expand global partnerships - for example CURE International. Messiah has an excellent nursing program and these types of partnerships could further enhance the program. *
How do we get the experiential donor engagement? Hope international's model of bringing donors to Uganda...
Compelling: We have to be relevant.
We are building from a strong base
Do we provide T&D for local businesses. Have we tried that? Is that revenue generating? Center for T&D?
Partnerships with other colleges. Use the other college's infrastructure.
Alternative Rev Sources: Oakwood, Don't draw from Endowment for 3 years, can our excellent buildings provide an alternative revenue source, Messiah Trade School,
Messiah Facilitates a CEO Round-Table. CEOs who are Christians... be a connecting point and have a skilled professor help lead those conversations.
Continue to send out our students to underserved areas.
Can we invite business to invest in their training ground of future employees?
Expand "life long learner" theme with tangible programs that bring value to the real world issues.
Expand research opportunities that are inter-disciplinary.

Be intentional about identifying both large and small companies and connecting key professors with the leadership of those companies. What can we offer them? We suspect you do this already...
Do we need campuses in other places to allow us to build more partnerships, like LA? Agreements? Develop campuses we know we have partnerships.
Find a way to get our students into companies prior to graduation; a benefit for the company,. the student, and the school
Love our new renewable stream with RM project. Amazing. Affirm.
Messiah U focus on tech programs
Make connections with other universities with distinction in areas in which we excel for collaborative projects.
build and locate businesses on/near campus
For business owners - how do you integrate your faith into your company?
Quality nurses we produce has really been incredible for health. Really all our programs. Improves the <u>quality of life here</u> .
Providing mission-focused opportunities while a person is a student at Messiah.
Although we have a large reach, we have to start with local partnership and go out from there if it will be successful.
student work programs/internships -- expand Messiah business institute & better understand what employers need *****
Need to increase marketing on what the university excels at (e.g. Nursing passing at 100%)
Partner with large foundations that are providing global services for the common good. *
Can we offer on-campus training for local businesses? Finance lab?
Biola's new concentration of gaming via cinema for story arch. Not necessarily that major, but how are we understanding what is cutting edge. They are in LA where there are interns for this. What is it about PA that are the natural links for us? For us is in health care? What are the pockets in which we can be useful? How are we engaging with the community to learn how we can help them do better? How can we be more proactive with the community in coming years? Can we help them find solutions they are not even thinking about? Aging is another area? Government and public policy, public administration - because we are close to the capital. Environmental things close to this area.
Do we need a champion for strategic partnerships? This is a person who wakes up every day thinking about?

Have we maxed out the larger donors in Central PA who are interested in our mission? Do we have the giving potential we need in this area? What does that mean for us in terms of how we do our mission and donor work? Do we know where the large donors have come within the last 5 years? Are they coming from Central PA or elsewhere? Are we broadening the geography of our donors? What are the recent age of donors?

With focus on tech - business -- are we still putting forth our Liberal Arts and Humanities spirit?

Cross-cultural programs: there is interest in the global marketplace. How do we ramp up this area for the next 20-30 years?

Affordability

Sustainability is critical. Big picture is our revenue streams. What's working and how can we build on that? Graduate revenue?

Keep financial sustainability a priority

(Transformative Connections) Use facilities to expand dialogue on key social issues or Ted-talk type series.

We need to be a institution who defies the "slow-as-molasses" trend of higher ed. Be nimble. Able to pivot. How do we reduce the bureaucracy at Messiah University to be more entrepreneurial? The world is moving at a fast pace and Messiah cannot continue to take several years to launch new programs. Let's be on the leading edge of things - not the laggard. Adapt or die.  
We don't have to have so many committees and people involved. New ideas or programs don't have to be perfect before launching. Figure it out as we go... take a chance.

Partner with others to add our Christian focus

What does University Rising mean? Can leadership clarify that? (Is that theme 2 today - that term is ambiguous.)

How are the faculty coping with this environment?

Maintain our Christian distinctive

Extremism on either side and lack of core values have caused a lot of problems. Big tent with a solid pole!! (We have three pillars holding it up!) Including inclusivity! Affirming our cultural competence emphasis. Social justice.

Incorporating diversity within our conversations.

Move forward Boldly within our Mission!

What are the top 5 learnings from the last 7 months on how Education needs to shift for a 'new normal'?
Portability
Distinctive pedagogy. Randy and Kim maintain orthodoxy and big tent. This is what we want. But will new leadership be as nuanced. How we think about how we think about ourselves as Christian. We want to keep a gracious Christianity. Can new leadership lead in that way. Hospitable Christianity. (Again, this goes in with succession - because the president and provost have done a masterful job at this.)
(Sustainable Future) - how does education become more agile and move with more speed. Less committed to the physical plant.
How do we maintain an orthodox voice (Biblical world-view) in a world where higher ed continues to move left? It's easy to find left-leaning faculty... Do we have faculty who while continue to provide the "conservative" view point. We need to stay relevant - stay engaged - but don't lose sight of our conservative values.
future look -- who is our new student ?
Workplace environment has changed:
Consolidation in the industry
Succession planning. (President, provosts, deans - at many level.) The team has provided a lot of continuity. But there will be change. The board needs to be aware of this and appropriately working on the team. Continuity.
(Sustainable Future) - need to clearly define what sustainability means and how do does it mesh with the mission of the university.
With great trepidation and sensitivity, we question the long-term viability and practicality of professor tenure. We understand that this is a sacred cow and we run the risk of deeply upsetting the faculty at the mere suggestion of this. We need to have the ability to keep & reward the best professors while removing those whose performance is less than stellar. Tenure provides security to professors and gives them lots of academic and pedagogic freedom - but it also makes the environment ripe for complacency. How can we create a system that does the former but avoids the latter?
Response government actions -- free education
Can the RM project be replicated again? But is that risky now? Hotels and office space does not look the same as it did one year ago. Apartments seem to be working.