The working group: Tammy Gieselman (co-chair), Mark Valenzuela (co-chair), Lora Becker, Bob Boxell, Alissa Fricke, Lucy Himstedt, Beth Hochgesang, Scott Lank, Kim McDonald, Mark Shifflet, Beth Speer, Chuck Watson, Dan Miller, Joe Ellsworth

1. The working group met at 9:00 AM in KC 255. The following we unable to attend: Bob Boxell, Beth Speer, and Dan Miller.

2. The agenda was to
   a. Review revised statements of Identity, Mission, Vision and Values
   b. Brainstorm on objectives and goals.

3. Draft statements were presented by Tammy and Mark to the Strategic Plan Steering Committee. Based on feedback from that committee, the co-chairs revised the draft statements as shown below. As President Kazee noted at the Steering Committee meeting, the parsing of the statements will need to stop at some point, even they could continue ad infinitum (or ad nauseum, whichever comes first). The co-chairs noted that the statements should be read as a whole and that at some point a narrative discussion needs to be written to explain what key words mean in each statement.

**Identity**
The University of Evansville is a private, church-related, international institution of higher learning that integrates distinctive liberal arts education, dynamic professional programs, and global awareness.

**Vision**
To be an institution of global reach and reputation whose graduated are recruited for their knowledge and skills, their vision and wisdom to lead and to serve throughout the world.

**Mission**
As a close-knit community, we create opportunities for active learning in and out of the classroom that stimulate intellectual exploration and challenge students to think critically and communicate effectively as ethical citizens who engage the world.
Values
We value our traditions as a champion of academic excellence, critical thinking, and social justice and ground our actions in the principles of diversity, inclusiveness, and sustainability.

4. The above statements will be revisited but it was important to move on to discuss goals and strategies for achieving goals. A brainstorming session ensued and several themes emerged, including the theme of institutionalizing identity in the space we use and the activities/rituals we engage in and the theme of telling our stories more effectively both internally and externally with the use of technology and trained professionals who can help facilitate and plan a marketing strategy.

5. More complete goals, rationale, and strategies will be developed during the break, via email, once feedback is received from the president’s office regarding all nine working groups. Please be on the look-out for email. At the end of the meeting it was noted that Alyssa Fricke would be going to Harlaxton in the Spring but will still contribute to our discussion as much as she can via the internet.

6. The following ideas were offered during the brainstorming session:

   a. Bring in high profile commencement speakers
   b. Facilities for ritual
     i. Explore the use of the Armory
     ii. The need for our own space on our own campus
     iii. Need a space that makes the best first (convocation) and last (commencement) impression on our students
   c. Expand road trip to include Alumni Road Trip complete with buses and banners announcing the road trip.
   d. Emphasize the international dimension by:
     i. Broadening international week
     ii. Incorporating the international flags at commencement just as they were incorporated in the inauguration ceremony.
   e. Invest in a state of the art multimedia center that would focus on providing communication technology as well as an academic component of researching the effects of communication technology because the idea of community changes with generations and changes in technology
   f. Develop a 3 to 5 year advertising plan (traditional and non-traditional) to highlight achievements in a 250 mile radius.
   g. Need a college town or “village” feel for both faculty and students
   h. Need a medium to celebrate accomplishments
     i. Bigger, better, more effective Acenotes 2.0
     ii. Need rituals (compare with other schools)
     iii. A sending forth and a welcome home ritual for students who leave to study abroad and who come back from a study abroad experience.
iv. A daily Youtube video from UE
i. Guaranteeing graduates → if an education graduate is not performing well in a school or school district, send them back to UE for further training!
j. Improve the first impression that the campus makes to prospective students and family
i. Create an archway, especially at the two end of Walnut. Cf IU and SLU.
ii. Create spaces where students will congregate more outside so that students are visible on campus.
iii. Better training of admissions ambassadors
   1. Make it an honor to become an admissions ambassador
   2. All faculty, students, and staff should be admissions ambassadors every day!
   3. Kim McDonald said that these kinds of ideas for improvement can be implemented right way.

k. Prospective faculty members (recruits) should be told about our institutional identity
i. Especially for faculty recruits who come from large research institutions.
l. Institutionalized message requires buy-in both about the message as well as the methods used
i. Several years ago a marketing campaign was undertaken by an outside group but there were questions from students and faculty about whether tuition money was taken for the campaign.
ii. Trained facilitators (for example Prof. Kleindorfer in Schroeder SOBA or outside consultants) can hold a stakeholder’s summit to clarify message and goals
iii. Avoid fractured messages (no silos) so that the message is consistent across the range of audiences and the consistency will help reinforce/amplify the messages

m. Welcome new employees, with attention paid to international faculty, diversity faculty.
   i. Expand Fall “faculty” conference to better include staff and administration.
   ii. Luncheon was missed

n. There are several splits that needed to be healed both physical (Walnut Ave) as well as metaphysical (students, faculty, staff, administrators)
o. Space could be better utilized:
   i. Space by Rotherwood
   ii. Neu Chapel Expansion Plans (not necessarily a done deal)
   iii. Electronic billboards along Lloyd Expressway.
   iv. Grassy knoll (Alcoa Plaza) could be better utilized as a gathering spot.
p. Opportunity money needed especially when students and faculty become ambassadors
   i. Example given of UE choirs having the opportunity to sing at Carnegie Hall but students having to hold a bake sale to raise money.
q. Exploit stories
   i. Great Stories that need to be told effectively
r. The really big goal:
   i. Attract and keep faculty, students, alumni, and donors (sustaining)
   ii. Wake the sleeping giant
s. Invest and endow
   i. People (with the expertise and techniques)
   ii. Space, medium, ritual
   iii. Plans/ways to tell the story