

CLU Strategic Plan – Visions for the Future – 2012 to 2017

Increase/Improve Facilities (n=161)

New Buildings (n=85)

- School of Management Building (office, classrooms, adjunct space, student meeting locations, computer labs, etc.).
- Expand the Woodland Hills grad center, thus increasing grad enrollment - build CLU identity there!
- To pursue building another residence hall to sustain growth, we are overcrowding.
- More and better facilities (Art, Science, Athletic, Dining, Student Union, SOM).
- New cafeteria and SUB.
- Completion of creative and performing arts center and improved campus center.
- Add more food places on campus like Jamba Juice. Maybe Starbucks etc.
- Put a school of management building into the strategic plan for capital projects - it is one of largest majors in both UG and grad programs.
- Design and build a new campus center (SUB).
- Housing for improved student capacity on campus.
- Raise the funds for Arts and Sciences facilities (and build them).
- Build dining hall and create thriving areas for students and university community to gather.
- Student Union Building with different meal options.
- More classrooms for students to be able to take classes needed. Larger amount of students come in yearly.
- In order to have more classes you will need more buildings or larger building.
- Larger SUB area where students feel they are part of campus. Continuous programs going on.
- A new dining area for students, open area, more seating, variety of meals.
- New School of Business facilities.
- New theater arts building/music facilities.
- Track and field facilities.
- New building and classrooms for the math/science departments.
- Bring school of Business together instead of being split up when more space becomes together.
- More classroom space for Grad programs.
- Put School of Business in one building.
- Update and build residence halls to meet standards of students and to provide adequate housing for all admitted students.
- More office space.
- Better outdoor facilities for general student use (i.e. fields).
- Additional facilities: cafeteria, student union building, would love to see a new SUB where students have more space to congregate in a central location.
- Build new cafeteria, make campus a center for meetings and more student involved (coffee/tea, cafes/patios, etc) areas.
- School of Business building and school of Education building.

- School of Business building. The SOB/SOM is currently scaled across 5 buildings. Considering that it generates more than 50% of the SCUs in the graduate programs, this needs to be a top priority.
- Additional academic buildings as well as staff needed for all areas (Performing arts center, science specifically).
- Performing arts building.
- Improved/more housing for students, especially for first year students.
- New science building! Big one!
- More LEED certified buildings - energy efficient - solar projects.
- New academic building for School of Business/Management.
- Dining hall and expanded student union building. Maybe combine with a bookstore.
- New business office space - to include private offices and private spaces for discussion with students, parents, and employees.
- Larger bookstore/snack/CLU goodies
- With increasing enrollment, more housing will be needed for students (build more dorms, apts, near CLU).
- Modern art and science facilities and appropriate equipment.
- Create a place on campus (i.e. coffee shop) open late or 24 hours as a place for students to safely gather on campus or study late at night.
- Move forward quickly on a new dining area for students and staff and faculty.
- A true campus center where students, faculty, and staff can meet.
- A first rate arts facility with programs for theater film and other performing arts.
- A retreat center for visiting groups - church groups, conferences, BOR meetings, etc.
- More dining options for students, faculty/staff.
- Make sure we really do get the dining hall, arts center and science building.
- Building for School of Management to reflect the growth in stature and breadth of the school.
- Better dining facilities for not only students but also staff.
- Build performing arts center that can house all groups on campus.
- Food service 4-9pm - graduate students have limited time to the kiosk replaced by Jamba Juice is not expedient to support Carnegie hour scheduling and walking distance to Centrum from Humanities and Swenson, SOE building.
- Increase classroom space on main campus. It hinders the number of classes that can be offered.
- Plan for arts center and science building.
- School of Management Building.
- Creative arts building (higher priority than School of Management). Aim to be able to unify all the arts together and provide appropriate performance and gallery spaces.
- Science building.
- Make it a priority for students to have facilities they can call home and feel comfortable in while they are here. Don't overcrowd the rooms, as it severely can change the experience - the CLU experience.
- Work toward campus community center for all students to congregate, study, interact, etc.
- Arts Center- to strengthen ties with community service and to help bridge gaps between different groups (UG, ADEP, grad).

- The arts complex is of the highest priority. It's embarrassing to have poorer facilities than local high schools, as we used to have in sports. All other areas currently have reasonably good facilities.
- If we have to have a president's house make it very nice reception/gathering place, but not a tradl house. We do need a small residential place for visitors to campus.
- Create more study locations on campus, quiet, welcoming areas. Centrum is too loud
- Invest in facilities for graduate school of management.
- A great student center with all the amenities and club meeting rooms and lounges for commuters.
- Performing arts and science centers.
- Track and field stadium.
- Add a new facility for 2012-2017: school of management.
- Space! There must be more space to store things and storage things.
- More places for students (of all programs) to be able to meet, study, hang out (lounge areas?).
- Community building spaces: dining commons, student center.
- Performance and learning spaces for the arts.
- Build science center and more exercise science to main campus with the rest of the academic departments. Positives and negatives here, but would "include" my department more in the day-to-day of campus life.
- New cafeteria/food service facility.
- Address infrastructure, staffing, when adding new buildings or programs.
- Build art studios first (before a Cultural Arts "Center"). Our students need work space.
- Build a small (300 seat) traditional theater that is a laboratory for students to learn the physical aspects for a theater: livings, fly space, orchestra pit, proscenium.
- Instead of a concert hall now - build studios that allow individuals or groups of musicians to practice, practice, practice.
- School of Management Building. There is a need for School of mgnt to have their own building.
- Classrooms - need for classrooms.
- Increase the number of soccer fields...a benefit for both students and outside groups.
- Bring more casual dining to the campus...allowing students the ability to socially interact in a relaxed environment.
- Faculty/staff commissary to avoid competition with student meal times and reduce productive time spent waiting for food or eating in a rush, a more relaxing instead of frenzied dining experience.
- An employee lounge would be great!

Renovations (n=32)

- Improve freshmen dorm halls, since it is a major first impression.
- Add on to science building.
- Campus beautification.
- Continue to remodel older facilities.
- There must be a bigger, better SUB.

- Mail center: wherever and when will that fall into the building phase! Make sure it's planned for growth both in space and technology in terms of necessary number of employees.
- Alumni hall is one of the oldest buildings on campus. Workspace is dangerous, bleak, people work next to the fridge and microwave...where was THAT building in this plan?
- Update physical workspace. Central AC that works right.
- Freshmen dorm renovations.
- Classroom/hall renovation - Peters, Alumni Hall, "Chicken coop" area and surrounding buildings expansion for classrooms, labs, and offices.
- Pederson Admin building renovation and restoration.
- Administration building needs to be completely renovated.
- Convert the house on the hill to a community house for sustainability and hospitality. Consider a gathering place, retreat space, sabbatical - scholar/artist in residence. Connect to garden for campus sustainability initiative.
- Improvement of learning facilities and older residential facilities.
- When projects (buildings, etc) are started, more thought should be put into making them more efficient. Example - buildings being built should have additional space added with the idea that it will be utilized instead of go back in 5 years, tear out walls, etc and then end up with the same result. Dollar for dollar most projects would have better use of all money involved if they were done more effectively in the beginning.
- To continue to improve the "look" of the university with regards to facilities. We have made major improvements in the past 5 years or so.
- Improve the arts facilities to help establish a well known art program here. We have extremely talented students, but they do not have the tools or facilities to excel.
- Evaluate the need for more housing for students. Upgrade freshmen housing for better retention.
- Upgraded facility for just graduate students (school of Management). Decent space for staff and faculty.
- Upgraded facility for just ADEP students - which would include decent space for faculty and staff members too.
- Continue to update and beautify the campus - some areas are a bit plain - an enhanced entrance to the university would serve to enhance the image.
- Remodel/tear down Nygreen and improve classroom environments with tech upgrades and windows!
- Improve/remodel old dorms (Thompson, Mt Clef), Pederson Admin building, office suites.
- Upgrade older buildings that do not have replacement facilities planned in the near future. Buildings like Nygreen, Peters, and the science building. Include functional things like doors, windows, but also technology if outdated.
- Upgrade older dorms with furniture, carpet, paint, etc.
- More resources spent on upgraded and new facilities - we're barely ahead of projected enrollment and needs. First class university in a 60's work environment - we need to be first class in every way.

- Improve some of the older buildings on campus. All the new, beautiful buildings are great but some of the older buildings are falling apart - they need renovations (Admin building, business office).
- Looking at facilities - especially off campus centers and improving their connection to the main campus. Remodeling/improving the administration building/alumni hall.
- In the words of Pam Jolicoeur, we need to "Finish building the school house" meaning getting all of our majors into modern buildings.
- Improved, remodel old dorms. Continue to improve student facilities, dining, student union. Campus is lovely, but some old students facilities are an eye opener.
- Improvements to existing facilities as well as continue planning of new infrastructure projects that would improve the CLU experience for Employees, students, and members of Ventura County communities.
- Improve facilities- last few missing pieces like science building, replacing old buildings, and performing arts. As this matters to our image to parents/students and helps get support from city and community.

Facilities Department (n=3)

- Better organization at Facilities.
- For facilities to have the right equipment to improve the work and make it easy and better that way we will always keep the school looking nice and clean.
- Improve the facilities organization: 1)Better planning, 2)Better organization, 3)Improve equipment, 4)Add staff.

Parking (n=16)

- More parking spaces specifically for night classes and better lighting.
- Parking!!!
- Parking; more parking spaces for students, staff and faculty, maybe parking structure.
- Addressing parking issues - building structures, undergrad parking, etc.
- Reduce car traffic - possibly restricting cars for entering first years. Establish shuttle service to Janss, train stop, etc. Actively pursue alternative travel - bike routes.
- Address parking problems on campus.
- Develop a better parking system for faculty and staff.
- Expand/redevelop campus parking situation.
- Underground parking.
- Make sure there is enough general parking in centralized locations since students will often move their cars from restricted parking to general parking, cover cases where there are more than one event going on.
- Improved parking for grad students is a common frustration expressed by grad students.
- Parking facilities that is in sync with growth of student body and new building as supports the needs of faculty.
- Parking - again as the population grows, we must do a better job in providing parking for students, staff, and faculty. The current situation is not satisfactory.

- Better parking (a parking structure?) so that is it convenient for campus visitors, vendors, employers, etc.
- Adequate parking for continued growth
- Add a parking structure to accommodate new students.

Other Facilities Comments (n=25)

- Do not over-build on North campus, we need to promote open space.
- Campus dining resources.
- Offer a larger variety of dining options.
- Build in maintenance costs associated with new and current facilities not just construction costs.
- Once all athletic facilities have been constructed, I am curious to see how the performing arts program at CLU will evolve in a manner to serve both students and the surrounding communities.
- Student housing needs to be fixed. There are obviously limited resources for housing, so allow juniors and seniors to live off campus to free up space for younger students. This may help with retention.
- Slow down the rate of TUG admission to let facility, support staff and physical plant (residence halls, classrooms, etc) catch up.
- We always talk about resources needed to add additional students, but the addition of resources isn't very strategic (faculty, facilities, classrooms). What do we actually need for growth and how do we get there?
- Give arts programs same opportunities/facilities as sports programs and such.
- Like to see the university continue its efforts to become green and design all new construction with that goal in mind.
- Invest in the campus infrastructure, building maintenance - improve in this area by spending more dollars, adding additional staff, working better as a community, understanding the challenges in this area.
- Improve on becoming a "greener campus" - start a recycling program that will work (housekeeping could tell you people on campus do not recycle properly, coffee and drinks, food are usually in the recycle bins), start an improve program to address - regular schedules for interior painting, furniture replacement, carpet replacement.
- Set standards in building surface/future materials - currently housekeeping has to have numerous supplies for restroom type of item (example, soap replacement), standards need to be defined, input should include opinions from operators, would improve the need of stock numerous items for repairs.
- I think we need to stop thinking that the chapel and Preus-Brandt Forum are spaces that serve us well for music and drama performances. I mostly attend performances by our wonderful talented musicians, vocalists, who do an outstanding job. The chapel is beautiful but not adequate for these performances, and parking is a huge problem. Our community and University Village is willing to attend and support and I hope this becomes number one on the priority list. Just imagine what any performing arts center would d for CLU.
- Consider using smaller dorms (or sections of larger dorms) for specialized groups- eg. Different language, honor students, various arts, etc.

- Improve infrastructure- see above nothing can be built (or at least it will be limited) unless #2 touches place.
- Have Fitness Center hours of operation serve not only students schedules, but also staff, alumni, and faculty schedules/ E.G. 7am-7pm for summer hours so that those who work full-time can still be healthy!
- To help with classroom space issues, more Friday classes and 8am classes.
- Continue to acquire property surrounding the campus.
- The Centrum to allow students to use their meal plans during breaks: i.e. spring break. Students were having to use their bonus points for meals during breaks. Some have no access to a car or money to buy groceries - or have a kitchen/fridge to store groceries for the break.
- We can use the new labs in the Smith Education Suite to record rock music and place the "bards" in the community room. We need to encourage classical music and contemporary music.
- Encourage outside usage of facilities for the increased monetary benefits. Stop the thought process of "this is my building" and you can't use it.
- Keyless entry for ALL campus buildings.
- Secure storage areas better. No student workers given access to codes or going alone to secure area. Sensitive materials not secured well.
- No more keys. Change to card swipe.

Expand Academic Programs (n=139)

New Programs (n=35)

- More and better programs, centers and institutes (distinctive).
- New: more professional programs, health care? Nursing? Centers of Excellence - become well-known for something specialized.
- More technical course, aka Art, Medical, Mechanical.
- Create an off-site center in the LA basin to capture potential students in that market.
- Add new graduate programs (increase grad enrollment).
- Offer more UG major programs.
- Develop new graduate programs.
- More PHD programs.
- Add new programs - maybe nursing program.
- Medical programs - nursing degree.
- Bring back PT program.
- A better selection of graduate degrees, such as political science.
- Expansion of science programs for undergraduate and graduate - this will help attract support from large donors like Amgen and Ronli Foundation with strong focus on sciences.
- Hire a terminal degree digital arts faculty member to expand the TUG program to Woodland Hills and online. Enigma, Music production and a lineage to business (music and entertainment industries) should be offered as a potential track.
- Create programs that are in demand, not just programs that we've done in the past or the current faculty likes to teach.

- Seek funding and explore possibility of developing new programs including: pharmacy, law school, DMFT program.
- Leverage grad programs. Create 4+1 programs between TUG and grad programs that encourage students to enroll at CLU. 4+1 programs could be used for marketing purposes.
- Grow science programs - doctorate degrees. Partner with Amgen for internships?
- Reevaluate educational degree programs and make changes where needed - would like to see nursing programs and early childhood education degree offered.
- Increase in graduate programs (options, PhD).
- Big grad/professional program with draw and immediate job applications - medical field, etc. Success of grad psych should be model.
- Add distinctive new programs to set us apart from other small universities. Examples: high quality honors program (to help attract best students with generous financial aid to get them here); an international travel experience for every TUG student (with financial aid to make it happen).
- Focus on campus internationalization. More programs for international students.
- Look at developing new academic programs competitive with current academic offerings which meet the needs of students 20 years out.
- More programs to provide into faith and diversity inclusion and education for all students. "How to create a better world for all".
- Bring J term back? Travel courses, local courses, practicum for TUG to enhance vocational growth...etc.
- Capitalize on untapped regional market - MFA and allied health programs.
- Offer more weekend programs.
- Continue to grow programs to include commuter ADEP students.
- New major in gerontology to deal with aging population.
- Introduce at least two new academic major programs.
- Explore and develop new graduate programs in untapped areas (both in terms of fields of study and geography) - program creation leads to growth.
- Expand the difference of undergraduate majors in fields like nursing, social work, physical therapy, gerontology, and other service sections where there is future demand.
- Increase the number of graduate programs. Some departments don't have any and it's a disservice to students and community.
- Add graduate programs in law and arts and sciences.

Interdisciplinary (n=7)

- Rethink the delivery of educational product - e.g. "traditional major" focus is an antiquated model. More interdisciplinary.
- Provide more proactive approach to encourage and developing self-selected interdisciplinary majors among UG students - flexibility and mass auto migration is key to this and upcoming generations.
- Consider - paired courses (interdisciplinary) and/or topic-driven curricular coordinator, e.g. water, food, etc.

- Contract the number of academic departments, dramatically. This could help lead to better interdisciplinary work both for students and faculty.
- Increase/strengthen interdisciplinary work/connections between faculty (e.g. grad/undergrad, multidepartment research, courses that blend several disciplines).
- Support and encourage interdisciplinary education programs as well as innovative academic majors.
- Expressive arts/ performance- communication becomes more "bilingual" (that is that traditional expressive culture came with it informed and valued sense of digital options, outlets, interdisciplinary connections. In other words this is an area after study that we could consider to strengthen our offerings. An area that I think we are under invested, or perhaps less generally educated in than we should be.

Core (n=5)

- CORE - rethink what is needed for BA/BS.
- Reassess and revise the CORE21 to reflect diverse perspectives and disciplinary approaches/content.
- Grow the honors program, have this program be a selling point for the university rather than just an option for students when they attend. Increase prestige of the program and possibly tie scholarships to the students in the program. Make the program feel less like a minor and more like a larger program (CORE 21, Major) that a student is involved with.
- Change or delete core curriculum. Give students more options for classes that would fulfill the general education requirement.
- Re-invigorate the TUG core- make it distinctive among our peers.

Experiential Learning (n=7)

- Focus on learning - provide a rich environment for exploration of ideas by groups and individuals. Provide support systems to enable students to have greater control of how they learn and what they learn.
- Strengthen experiential learning - it helps students make connections and builds key relationships.
- Increase support for encouraging faculty to get student off campus for learning opportunities - experiential learning - via study abroad, fieldtrips (near and far) etc.
- Observational/application based student learning.
- Establish co-op program for specific majors in concert with experiential learning opportunities operating across the academic spectrum (on campus).
- Further experiential learning. Tie in community service to coursework. (Increase staff in community service center).
- Foster even more experiential learning and community service activities to bridge the gap between town and gown. Don't let students hideaway on our campus. Encourage study abroad as well.

Global/International (n=18)

- Global and international graduate year abroad partnership - links – exchanges.

- Increase % of students studying abroad.
- Require study abroad for all UG students. Expand study abroad opportunities for grad.
- More international programs to prepare leaders for a global society.
- Develop a student exchange program with another one on two institutions internal to the US to help promote our identity to other parts of the country.
- Global service opportunities.
- Develop bigger and bolder international initiatives.
- Requiring all students to participate in a study abroad program.
- Identify and develop locations in other countries.
- Develop more opportunities for students to engage in learning in "real world settings" (local, national, international).
- Take CLU into the international arena - strengthen programs/partnerships abroad.
- Send more students abroad and better prepare all faculty and staff to help advise students that are interested in a semester abroad.
- Make it possible for every student to study abroad or have an off-campus internship.
- Increase study abroad participation among traditional UG. Provide more opportunities for study abroad among ADEP and grad programs.
- Enhance student access to study abroad. 1. scholarships, staff, funding 2. remove obstacles (ie. Your long course requirements) 3. create incentives, priority housing and registration 4. require it for certain majors (lang, global studies) 5. offer gap year program 6. service learning opportunities abroad 7. special honor at graduation 8. encourage athletes to study abroad 9. encourage diverse student participation.
- Study abroad- the increasing number of students involved in our study abroad programs offer us opportunities to more carefully and articulately tie those programs to our mission and specific causes in the curriculum.
- Greater global focus - internships, study abroad, partnership with other institutions for masters programs.
- Globalization - the future of education will be a global one, therefore the university must come out of its "local shell" - international markets become a major element in development.

Off Campus Opportunities (n=7)

- Robust delivery of graduate and undergraduate programs in Oxnard, WH, and other geographical areas where there is demand (growth potential).
- Immersive educational-co-curricular LA, SF, etc. Utilize summer!
- Explore expansion to central coast.
- Establish CLU's doctoral programs - look at off campus centers to deliver these programs.
- Campus offerings in Phoenix - Bay Area (PLTS).
- Offer more classes. Use the off-sites like Woodland Hills to its full capacity perhaps open it to TUG students if needed.
- Establish programs on central coast, ex Santa Maria.

First Year Programs (n=8)

- Develop freshmen seminars into four unit thematic courses where professors can teach from their discipline perspective but address the same theme, much as global diversity. The seminars still retain what the current seminars are doing to help students integrate into the CLU community.
- Future orientation - develop knowledge and skills that are relevant to what students will need/will be doing in the future.
- Improve orientation program for incoming students.
- Strengthen first year experience - a more coordinated, intentional first year experience will help with retention and strengthen identity (consider calling "undeclared" majors as "exploratory").
- Improve the first year seminar and expand it to a fall 4-unit course that builds a foundation of research skills (e.g. avoiding unintentional plagiarism) and make it required of not only all Freshmen but also all Transfer students.
- The Freshmen seminar (1st year experience) needs revamping. We can still keep some of the social activities that keep students bond, but a more rigorous insistence on the importance of developing academic skills like reading, writing, and presentation would go a long way toward keeping our students in becoming more prepared and more confident as they begin their university careers- standard would also help- students often complain about the inequities of assignments etc.
- Start having students come in undeclared to better facilitate exploration and making unformed decisions about majors.
- Renovate orientation for new freshmen - having students walk from table to table to "check in" is outdated and inefficient. With so much technology available, we should be able to streamline or completely eliminate this process.

Other Comments (n=52)

- Encourage students interested in teaching to teach science and math (do this along with maintaining current teacher education program).
- More internship programs made available to undergrads.
- Work experience incorporated into education as with the student teachers – internships.
- Increase number of students doing mentored undergraduate research.
- Grow programs that demonstrate student academic successes - OUR, summer research, etc. Can our students win Fulbright's, etc? Push them to apply for programs that showcase them and us.
- Increased focus on research at CLU and benefits to region.
- Continued enhancement of all academic (and athletic) programs.
- Expanding academic programs.
- Promote practical skills in addition to academic type courses, which is very important to how fast the world moves now.
- Have general rule on classroom norms, i.e. computers, field-trip, what is expected.
- Look at the programs that we are teaching to the students and see what the world will be demanding in the future.
- More academic rigor.

- Less PowerPoint lectures.
- We hope that CLU's growth provides opportunities for all students and staff.
- In the last three years we have witnessed the growth and potential that has provided growth for the staff and graduating students and we wish for the continuing progress.
- Classes/seminars for retirees (that can take just because they are interested in the topic) (USD - University of the 3rd Age).
- Improve the strength of and computer science program.
- Service learning (expand).
- Being able to complete steps above you would have a variety of classes for students to take which would end up bringing more students to CLU.
- Stewardship woven into curriculum.
- Stronger intercollegiate athletic programs (help students balance academics and recreation).
- Strengthen computer science program to encourage more undergrads to apply.
- Make minors more comprehensive - some minors are only 4 classes.
- Expand sports programs - men's volleyball.
- Curricular and co-curricular connections. The ongoing relevance of residential liberal arts demands that CLU offer and model an integrated way of life.
- Inter-departmental projects so students learn to be successful working outside their box.
- Projects that are real - results to be implemented. For example, when I was at school I worked with a team of students that researched and developed design guidelines for the city of San Francisco that was then implemented. How can our students likewise assist our TO community? (I was a junior when I did that project, it doesn't have to be a senior project).
- Continued transformation of teaching strategies to address new learners - technology experience what is purpose of a physical campus? What is better done in other ways - a lot more faculty teaching development.
- Stop you can do whatever you want at CLU. Focus (easier said than done). This is true of academic programs but also sports. Also stop overly specialized undergrad majors.
- Can/should we become truly year-round in undergrad programs (Business, Comm, Biology, EXSC, Psych).
- Continue focus on developing quality and diverse ways of assessing student learning outcomes. This needs to have enough flexibility to assess in disciplines where quantitative measurements on tests are not appropriate.
- Diversify curriculum - provide opportunities for faculty, students, and community to add to traditional and non-traditional learning.
- Promote faculty teaching at least one class in undergrad if part of graduate program (and vice versa).
- Decide how big we want to be. Need to grow enrollment but can we maintain the personal community environment? Can class size be kept small but increase the number of classes to accommodate increases in enrollment?
- Integrate vocational learning into the university. Vocational schools have been in a decline, but the new economic landscape will create opportunities for individuals who learn a trade. We can pioneer this new idea.

- Focus on academic areas of expertise - strengthen these areas and promote them - This may mean get rid of programs that are inefficient and out dated.
- Increase rigor of programs and our expectations for student performance.
- Secure more prestigious accreditation for our programs such as AACSB for MBA programs - this would attract a higher level student to the university, increase the positive impression of the university. There's an accreditation for the MPPA program as well that students ask about as well.
- Find focus/support for the physics program. It doesn't have to be a flagship program but it shouldn't be floundering either.
- Integrated systems that allow for collaboration (more/better) in the TUG programs between academic and students services units.
- Figure out how to enhance/maintain traditional critical thinking and writing skills as technology changes how students get and process information.
- Review all academic programs and determine which programs are viable into the future and which ones should be discontinued. We should focus- "bricks and mortars" construction on programs which are viable and integrated to the long term academic mission.
- No matter what majors a student has- all students would be required to participate in leadership training- that would include honest self- assessment and non-judgmental approaches to being the best they can be personally and professionally. Led by qualified faculty, each student would leave this class more responsible, accountable, compassionate, and have clarity for their and CLU mission.
- Within the arts department I would like to see more collaboration with departments and to see it grow to include professional dance. This would serve to appeal to the most talented and promising students to attend CLU. The arts would not be compartmentalized rather connected and students could truly express all modalities in one program.
- We need to concentrate more on developing student reading and writing skills. So that CLU will eventually, include in its already good reputation, the fact that CLU graduates are excellent writers, this is already a priority for many faculty, but more insistence on and training in class-curricular writing could speed up the process considerably.
- Summer Science Institute for (STEM).
- Continue to build the summer program with an intentional push to offer hard-to-get classes- improve 4 year (5 year, 6 year) graduation rate.
- Continue all efforts to raise the bar of academic rigor.
- Cultivate an even more scholarly/academic climate on the campus- public areas for study and discussion that are central, visible, and comfortable. (what the Centrum looked like during finals week...e.g. laptops, books, notebooks, group project discussions- should be the picture throughout the year!)
- Stop funding majors that are/or have died on the vine.
- Become the School of Education that prepares educators to be educators of tomorrow - for example, how will we prepared teachers in K-12 to be online teachers?
- Integrate a sophomore program in curricular and co-curricular.

Recruit and Retain Faculty and Staff (n=134)

Add Faculty and Staff (n=52)

- More faculty and staff hires, especially those from diverse backgrounds and cultures.
- Continue to recruit and retain faculty and staff.
- Increase the numbers of workers or employers for housekeeping.
- More and better faculty (Full time, research, teaching).
- More interactions between staff and students, there needs to be more staff in order for the students to be able to comprehend more and get more help.
- More staff in all departments.
- More faculty to support/bolster the most needed areas.
- Add faculty and staff to support academics, co-curriculum and support services on campus.
- In order to better serve our students and campus community, there should be a better ratio of staff: student. The university is obsessed with growing student numbers and building residence halls (I saw another one planned...REALLY? REALLY?), but we cannot provide the assistance and one-on-one care that we boast about without the right number of people. See where money is being needlessly spent (like that new residence hall), and allocate it where IT MATTERS MOST!
- Next part would be more professors, workers to accommodate the needs of having more students attending CLU.
- Hire more staff to make the library and other offices and resources on campus more accessible to students at extended hours.
- More staff across all programs.
- Increase staff/administration to handle growth in enrollment and programs.
- Increased support staff. This will help our offices become more efficient and ultimately serve our students better. Staff have been accommodating increased workloads due to our increase in the student body and are spread thin. Registrar's office, financial aid, admissions, international, res life, etc.
- Recruit software trainer that serves all faculty/staff across campus equally. A liaison with all departments.
- Recruit quality students, staff, faculty with service characteristics as well as academic background.
- Increase in number of staff in key offices - Registrar, Student Accounts.
- Invest more resources and staffing in multicultural and international student programming and support.
- To have an adequate number of faculty to handle the larger classes due to increasing enrollments.
- Increase staff in student counseling to address increased mental health issues (concerns).
- Continue to set high standards in hiring new employees.
- Hire good professors. Good professors equals student retention.
- Hire more staff in the Centrum that way students can get their food quickly.
- More active and engaging faculty and staff.

- We need to hire staff that come from other schools that are not so commercial. I.e. people from corporate big businesses.
- There must be an increase in staff to adequately serve our increasing student population (i.e. Registrar, enrollment TUG and grad).
- Hire diverse faculty and staff to mirror increase in students of color.
- More adequate levels of staffing across institution to allow for further excellence in existing programs and creativity to envision new things.
- Hire well qualified people at all levels in every position who reflect CLU as a true learned community as well as a learning community.
- Invest in IT/ISS staff. It is hard to have a strong web presence, up to date information, payment options and other technological progress when our staff is pulled in so many directions. We tried to have a new system put in place in August and it is still not done, not because IT can't do it but because they don't have time. This is the essential piece to continue to make CLU a great place.
- Focus on sufficient staffing in divisions and areas that are understaffed - manage growth for success.
- Strengthen all majors with high quality faculty.
- Increase support (staff especially) for all academic and non-academic programs to better meet student needs.
- If we are increasing the student population we need to make sure we have the infrastructure and staff to handle the increase.
- To hire enough staff/administrators to serve all students (TUG, GR, ADEP, and students with disabilities).
- Prestige faculty - Nobel prize winners, notable speakers, published, etc - names that are known in and out of academic worlds - they would help to highlight the excellence of all of our faculty.
- When bringing new staff/faculty on board, make sure they can support the mission of the university with more than just a placid accent.
- Invest in student counseling services (expand staff).
- Invest in more faculty who share vision of themselves as teachers/mentors. If we grow, we're in danger of losing that close faculty/student ratio/relationship which gives us our distinctiveness and edge over larger/state institutions. Current strain on class sizes, number of full-time faculty vs. adjuncts and other indicators show this must be a priority and focus for the next plan.
- Increase support staff and mental health/counseling services staff to better serve our increasing need for the professionals.
- Hire more full time/tenure-track faculty for CLU's graduate programs to increase the quality and value of CLU graduate degrees.
- Increased staffing for student counseling.
- On a personal note, I wished there were more therapists to go around as we often need to have a wait list because we do not have enough therapists to see the number of students in need!
- Sufficient staffing - this is an area that needs to stay on the Strategic Planning horizon. Programs/student numbers continue to grow without support staff keeping up with growth.
- Create new positions to offer opportunities of growth for staff.

- Build the faculty and staff levels in key (but stretched) areas to levels that are appropriate to enrollment growth levels (counseling, support staff, several departments in the college and schools).
- Careful, deliberate hiring of faculty = leaders and promoters in their respective fields to attract high quality students.
- Growth over past 15+ years has impacted Facilities, ISS, Business Office - get staffing in some of these offices - especially Payroll, etc - has not increased proportionally to handle the additional work created by new programs and buildings.
- As the university grows, the staff/admin is slow to grow. Many are overworked. There is a need for more staff and admin to provide the services to students.
- Facilities to have full time painter.
- Do better: more full-time faculty student support - admissions, counseling, etc. In-service learning internships, need more opportunities for staff/faculty collaboration.
- Build full-time faculty to reduce reliance on adjunct faculty

Faculty and Staff Development and Assessment (n=41)

- Assessment of faculty and staff performance.
- Encourage employees to make the next steps in their careers whether it is through schooling, training or leadership training so that they can move up to next level at CLU.
- More opportunities for staff development.
- Enhancement of outstanding faculty, administration, and staff.
- Create more opportunities for faculty and staff to build relationships across all programs/disciplines. Build a greater sense of common purpose. A culture of goodwill and cooperation.
- More workshops for faculty et al, e.g. in the use of electronic media in the classroom.
- Cross train employees - we are reference heavy at the library. We have few people with technical skills. The work load is uneven. If an employee leaves they will take that technical knowledge with them.
- Recognizing the efforts of staff members more than once or twice a year. Discipline those who contradict our mission and values and destroy our morale that is so important to our daily tasks. Do not renew contracts of those who do not show promise or damage morale and esteem of those around them - if they're a bad fit, they don't fit here.
- Opportunity for more professional development.
- Better training for staff members who are in charge of updating/maintaining department sites
- Mandate all employees become - get in the process of - take classes - become bilingual.
- Establish employee "value add" days where we educate staff.
- Encourage faculty to author professional papers, develop pro-bono programs, or otherwise continue to grow professionally and personally.
- Monitor accountability and performance at all levels of the institution - make corrections as need indicates.
- Offer managers/directors training for running offices and effectively, including set standards and goals.
- More practiced training for faculty and staff.

- Continue development of leaders - grow - Challenge enhancement of current leader skills.
- Higher admin not accountable. Staff should be able to give feedback on how higher admin doing.
- Establish a strong mentor program for staff and faculty as well as for students.
- Provide greater opportunity for professional development and advancement for professionals working at CLU - opportunities for upward movement, leadership and development that would provide professionals greater opportunities to find a sustainable career working at CLU.
- Assess Faculty. Make certain that faculty are aimed with fresh teaching ideas and skills. Sometimes professors are stuck in their ways. We want to ensure students keep receiving top notch education.
- Events to build networking between staff.
- Enhance the use of technology via website training for all staff who utilize it for their respective work areas.
- If we continue to hire recent graduates in our office , focus on a series of workshops and training that helps them develop professional behaviors, dress, and goals, not to mention a work ethic.
- Professional development for staff - on and off campus opportunities. Outside speakers/trainers brought to campus. I appreciate the progress CLU has made in this area, but we can continue to grow.
- Retention of staff through good management and professional development (classes, conferences, management opened to new/old ideas).
- Staff and faculty retention- staff and faculty turnover is expensive. Offer competitive salaries (at all levels), offer educational and self improvement opportunities. Show appreciation (that's free!).
- Create a culture of accountability. Being responsible for not meeting goals required of the job or meeting teaching effectiveness goals.
- Increase accountability across the university.
- Continue to provide even more opportunities for the university to come together as a whole (such as today).
- Promotional faculty development activities.
- More seminars and training in software for efficiency and save time.
- Invest and have classes on having ergonomic workspace healthy employees are happy employees.
- Building access, class involvement, faculty development in teaching strategies.
- Faculty development that includes scholarship by dept. if not by individuals. Perhaps reward those professors who are most frequently cited in the journals.
- Provide more training for staff development and supervisory skills.
- Measurements and benchmarks should be set to hold academic and support services accountable for performance goals.
- Ongoing professional development for supervisors and employees.
- Motivate current work force to continue their education, and/or advance their education.
- More review and accountability of mid-level managers. Don't allow them to hire in mediocrity. Better mentoring of new staff.

- Stop allowing the areas that are not working continue to have free reign. Re-evaluate those areas closely.

Adjunct Faculty (n=11)

- More resources/programs for adjunct faculty - professional development, social events, etc.
- Address the number of adjunct faculty in the lower level courses.
- Stop: the outsourcing at the faculty (as in the ever-increasing % of teaching by adjuncts, which is unjust "theft of labor" in Lutheran terms). Seriously, we will never be a quality institutional until we stop this.
- Reduce the number of adjuncts/increase the rations of full time tenured faculty and raise the minimum expectations/standards so that the work load is more evenly spread across the faculty and staff of the university.
- less adjunct
- Strengthen quality of adjunct faculty.
- Improve evaluation process for adjunct faculty.
- Pay more attention to adjunct faculty. They're not integrated into the school.
- Looking at adjunct faculty and their connection/importance to CLU. Provide more opportunities for networking and training.
- Create programs/workshops to include adjuncts so that they can buy in - some do want to participate.
- What I can say is that every person I've come in contact with at CLU has been extremely helpful and accommodating. I was surprised to learn that adjunct faculty aren't permitted to participate on committees here. Perhaps that is standard at universities.

Other Comments (n=30)

- Stop (faculty) culture that really wants to be a state (CA) school.
- Part of rigor is faculty have an active scholarly agenda and cannot use the old canard "we're not a research I university" as an excuse to ignore a university professor's responsibility to engage in scholarly debates.
- Also continue to have staff/faculty to have the ability to access and use the latest technology out there.
- Begin an online forum on CLU's website to invite discussion between employees of the university. It will only be on CLU's internal website - that way directors and powers that be can be abreast of current situations as they arise.
- Work tirelessly at demolishing the gap between staff and faculty.
- For staff to be respected and appreciated by all administration and faculty.
- Empower all with the systems used at CLU by effective orientation and training several times a year.
- More opportunities for staff/admin to engage current students. Feel the pulse of the campus/student body.
- Increased support for faculty research and innovation.
- Full tuition remission for graduate degrees for the employees.
- Continue to unify the staff and faculty on our common goal as we are today.

- Recognition of good and loyal employees and staff and recognize what they do!
- Faculty willingness to teach freshmen.
- Cultrate more sponsor projects/research among faculty and staff; perhaps by incentivizing proposal with a small stipend or release time.
- Better rapport with HR and staff. HR focuses on CLU only, no support of staff.
- Reduce higher administration. Too many chiefs, not enough staff workers. Too many "directors" equals too much spent on those salaries.
- Some people still here and should be let go.
- Build relationships between faculty and staff to serve students. Rifts do exist and students do notice.
- To have a campus where faculty and staff equal enrollment to enhance overall experience for students.
- Strengthened Provost's position - Provost must have a stronger voice in the cabinet. As the Chief Academic Officer, the provost controls the fuelity of the university!
- Employee incentives.
- Building community for faculty and staff. High cost of living forces many of us to live elsewhere and to commute to CLU - this makes it harder to commit to social and other after hours events.
- Re-structure administration to include direct representation for grad programs/faculty - bring grad faculty together; marketing; include this part of the university.
- As a result provide support structure for these professionals.
- Increase fundraising staff size and budget: NO additional campaigns can be launched with the paltry staff and budget we currently have.
- Demand and expect excellence from all faculty and staff. CLU deserves it. No skating by.
- Honor professors who stand out.
- Consider ending the tenure process. If a faculty member is performing well they should not need a "guarantee" that they have a job for life. No other industry has such concept.
- Ensure Faculty are actually teaching the full credit hour requirement to meet requirements for WASC.
- More support for new faculty.

Community Collaboration/Marketing (n=75)

- Hold more forums to advanced reputation with political, religious leader etc. I.E. political debates, problem solving teams among religious leaders. Etc.
- The university will always be harpended in its efforts to build a vibrant intellectual life on campus if it doesn't address the complete lack of intellectual life in the surrounding community. How does it help foster a vibrant off campus intellectual life for students?
- How does CLU integrate the broader community into its everyday campus life? How often are low-income students on campus (other than upward bound)?
- Have CLU faculty appear on national news (TV) as "experts" in targeted areas.
- CLU is a community, it feels like family. This should be used more in marketing the university.

- Finding ways to reach prospective students, market the university. Ex: living in the SFV before TO, not many people I knew, knew what CLU was or where it was located.
- Community outreach.
- More interaction and outreach with the community (CLU, Conejo).
- Develop summer programs that match education values and enhance community awareness of CLU product.
- Use elements of KCLU broadcasting structure to expand CLU awareness in sports, education and cultural programs.
- Develop a stronger advisory council with corporations and non-profit organizations with our geographic reach to explore academic and capital support partnerships.
- More collaboration with businesses in community (internships/partnerships, AMGEN, JD Power, etc.) thereby increasing our reputation with potential employers.
- More outreach/exposure to the community (and possible donors).
- Greater partnerships with public/private entities - build relationships for investment enrollment.
- Don't assume everyone knows about CLU, even within Thousand Oaks. Campaign locally.
- Investigation/research on what other institutions are doing (innovative programs).
- More contact with the community at large to discover their needs.
- Look at how we market and deliver programs and services that speak to a clear career/vocational path. May require removing current majors that have less demand (or marketing them differently) and adding ones that speak to current global/national interest.
- Proper marketing to attract students nationally.
- More community exposure in the Conejo Valley - increase marketing, get folks involved in more community organizations.
- Promote CLU at local high schools and Moorpark College to increase UG enrollment.
- Community: be better known, more consistently. Ex. Free community flyer each month to residents or stores with programs, events, student wants ads, etc.
- Improve community outreach - art/performing center will help dramatically.
- Attractive hallmark programs.
- Build Christ-centered culture that serves CLU community and beyond.
- Do a better job communicating what CLU is about and how it differs from other universities.
- Extend existing community partnerships that focus on service, scholarships, and teaching.
- Integrate even more into local community.
- Reach out to local high schools to introduce CLU. I'm a little embarrassed to admit that prior to coming to work at CLU about a year ago, I'd never been on campus. I grew up in Camarillo and rarely heard mention of CLU. CLU is such an awesome place of learning - caring staff and faculty, I wish I had been aware of it as I was choosing a college to attend!
- Community partnerships that simultaneously require campus partnerships. Ex: VC CLUE and coordinating departments of Religion, Poli Sci, Sociology, etc.
- Find ways that community services are directly tied into academic courses. CSC does a good job in affirming excellent community services projects, but I wonder if they can directly work with the professors and specific courses they teach.
- Target marketing (dedicated marketing to military personnel and yellow ribbon announcement, etc).

- Greater effort to get the word out. Tell the stories of CLU students, faculty, staff, programs, events.
- Bring more events/conferences/celebrations to CLU, then promote the outcomes. We still hear "the best kept secret" about CLU in general and many specifics programs.
- More community involvement by way of free or low cost events that could lead to making money from or with the community. Develop more ways to rent or share facilities.
- Arts center will help with the first thing and centralizing activities will bring more attraction.
- Extend advertising efforts both locally, nationally, and internationally by targeting specific groups.
- Provide large scale, community-wide program/concert/event at least once a semester to increase exposure and fundraising opportunities (similar to Kingsmen Shakespeare over summer).
- More connection to the local community, through service, etc.
- Better partnerships between us and schools like local community colleges and high schools. Either through information of academic requirements or possible financial incentives.
- More connection to immediate areas; involve local businesses, schools, etc. into curriculum thereby increasing retention of graduates in area.
- Try to add families more in the day to day life of CLU.
- Community relationships.
- Improved marketing - information placed at local schools (return mail cards) - diversity of graduate credentials, master degree programs. Chart of potential need for teachers in near future. Loan/grant availability.
- Better marketing and outreach to community and beyond Thousand Oaks. We're here and we're great but too few people know who we are and what we've done and are doing.
- A marketing initiative that engages a collaborative dialogue, plan of execution, and resources to implement for graduate programs.
- Target Los Angeles County with greater funding for marketing and programming.
- Continue to build CLU reputation and increase school ranking.
- More outreach to the community- service projects locally, coordinate more with all the local senior living facilities nearby as well.
- Graduate school of education- (Our graduates are representatives of the univ. and "speak" to who we are as a univ.) Important to strengthen relationships with County VCOE and all of surrounding school districts. We are known for GSOE and we need to capitalize on this for our reputation.
- Communicate outside the school the academic rigor of our programs. Enhance our reputation as a university , sometimes the local "gem" is not appreciated.
- Increase reaching out efforts to the western communities in Ventura County.
- CLU must embrace the drastically changing dynamics in population groups of the surrounding communities.
- Improve and increase marketing efforts, enrollment has done great- now we need to focus on showing our success with the geographic , Lutheran community, alums, parents, etc.. Improve communications within campus.
- Begin: re- relationship with PLTS: recruit throughout Ventura- Santa Barbara- W. SF Valley for a "trial 1st year" at graduate religion studies. Broaden beyond Lutheran students.

- Begin: A connection between CLU good gardeners and food-and-justice community in Ventura County. Consider a food-and-fruits initiative for PLTS.
- Get better at: having "message- senders" (PR people, Web designers, photographers) meet with and know faculty and staff; be more inclusive in their coverage.
- Expand efforts partnering with local businesses - identify educational needs - consider developing courses to be taught at their sites of business.
- Create business incubators to offer support for research and regional entrepreneurial talent.
- regular opportunities for students to access Los Angeles, Ventura, local communities.
- "Mentorships" with community experts. Example - if a student is a business or accounting major, develop a program with a CPA firm or banking institution for a student to shadow them in their job during a school year and then write a report or create a project that counts towards their final grade.
- "Apprenticeships" with various local industries. Example - if a student is an art major, they (he/she) get the opportunity to work within a department that does a special art project at Disney. The student enters as a Junior team member on a project with the understanding that they get an entry-level job offer at the end of their academic program.
- Get the message out that CLU is an awesome choice for students who want the college education to prepare them for the future. Don't be modest about it.
- More marketing efforts to get our name out into the community so we become students first choice.
- Solicit ideas from the greater community about their dreams for their future and what must happen in order to realize these dreams.
- Increase number of TUG's by advertising more, branch out of Ventura more.
- Increase the reputation of the university, it's really only known around Ventura. It's a great university and should have national and international recognition.
- Increase more community collaboration.
- Encourage more visibility of university in the community and surrounding counties - e.g. projects that don't have end dates.
- TAKE OUR ACT ON THE ROAD. Get our talented students into schools to work on science fairs with local kids, on theater and music productions, etc. etc. etc.
- More TV ads to promote CLU.
- Engage local community leaders planning process: we want to be 1st among local universities that they think of turning to - regional identity. Community leaders/corp. leaders breakfasts are wonderful - we need to do something notably.
- Make CLU stand out more. Many students (high school or transfer) don't know about this hidden gem. Advertise!
- Pre-professional advising and tracking of matriculation to all graduate programs. More prominence placed on medical school, law school, but all should be tracked continually and marketed effectively.
- Make diligent efforts financially and with marketing to increase graduate student enrollment.

Increase Communication/Collaboration (n=64)

- Better communication in the department. Find out how staff are doing. Take care of their concerns.
- Collaboration rather than competition among departments/individuals.
- Get better at collaboration vs. competition.
- Planning by all trades personnel for projects.
- To continue to break down the walls of divided vision between departments - one mission.
- Clear policies and procedures (written down and approved).
- Clearer communication from the top down.
- Communication: improve lines of communication on the "everyday" level - those in decision making positions need to explain the what's and whys of decisions if staff need to implement new policies in their area(s) or responsibilities; don't just tell me to do something; provide the reasoning behind the decisions and provide opportunity for discussion.
- Clear and concise communication within departments and from department to department. And in a more timely manner.
- Before policies and procedures are changed and/or implemented discussion would take place with the people that are directly impacted, i.e. the ones who actually perform the procedures.
- Clearer communication or clarification regarding reasoning behind some decision making. Some things seem to come out of left field!
- Communication between departments so we're all on the same page.
- Must get better a communication between directors and their staff. For example, the visit from Homeland Security may have gone smoother if more needs were expressed between staff and directors.
- Better communication.
- For staff and faculty to work together as a cohesive unit.
- Interdepartmental/campus wide communication (break down the silos).
- Better "trickle down" or information through the ranks: VPs to staff (doesn't always get down to the lower levels).
- Better communication from business office to students and staff re: payment options.
- Better communication between departments.
- Improve communication by breaking down silos - particularly between faculty and staff.
- Include all affected parties prior to implementing new technology or program.
- Less ego and more collaboration.
- Create some sort of campus wide department communication piece so that departments know what other departments are doing. Communication between departments seems poor at times.
- Continue to improve communication throughout the organization.
- Able to give info directly to Board of staff concerns.
- Increase/improve communication throughout the university.
- What each office and department does and has to offer.
- Greater interdepartmental cooperation through uniform university guidelines, i.e. everybody playing by the same rules.

- Improve and stress importance of communication across campus; both verbal and timely response to email, with students, faculty, staff, administration - this will improve relationships with the community and enhance CLU's reputation which is mainly a word of mouth type of reputation.
- Better communication between the different offices and the students and parents.
- Before making a change, check how it affects other areas of the campus.
- Communication between offices/departments/faculty.
- Create and facilitate a community for all the employees to participate in the strategic plan - as you are now doing (keep it going) - outside the once or twice a year.
- Give more updates on how and where we stand as a campus community, include the problems as well, so we know what we are facing.
- Better interconnected feeling to departments, this has been improving, but needs to continue, show how each area fits in the puzzle and how what they do affects each other piece.
- Better communication - making available information that pertains to the campus in one place and having departments utilize this. A great way may be short updates in the staff/faculty weekly emails versus just random emails from staff/faculty.
- I think collaboration needs to be emphasized between faculty and staff as well as staff in various departments. This can help take stress from student growth and distribute it to more people. I believe it would also strengthen identity of a "small intimate" campus feel without sacrificing student numbers.
- Better communication between all departments so we don't bounce students/families around campus. This includes more opportunities for us to network amongst ourselves so we are all knowledgeable about what the other one does.
- Provide periodic updates to all staff/faculty (monthly) on the strategic plan (email).
- Internal communication - example, could information put in the Board of Regents reports from campus departments be shared with staff and faculty? How can we do a better job of sharing what different departments are doing?
- Difficult to develop leadership when operations often make decisions - open communication and social opportunities.
- An inclusive environment of depth reflection by faculty, staff, in greater awareness of blind spots that create barriers to collaboration.
- Stop doing separate calendars (events, athletics, registrar) Do a master calendar.
- Communicate to faculty and administration and staff what the communication systems are to share with grad, ADEP, and TUG students.
- To create more opportunities for collaborations with campus to include academic affairs, student affairs and all others.
- Expanding communication between the different offices on campus. I feel too often employees have little knowledge of procedure or purpose of offices outside their own. Have more "101" courses or have days where offices present.
- Communication between departments across campus.
- Improve communication within the university to have a unified voice and image. Develop communication that can be shared with all offices about programming and make sure to let

people know who to contact with questions. Improve customer service by educating employees and encouraging them to investigate rather than just transfer calls.

- Communication amongst campus community especially when changes are made that will impact individuals at different levels.
- Strengthen support and collaboration within student affairs areas to combat over-programming.
- Unity in teamwork.
- Communication: clear from all aspects and available resources to generate and understanding as a team CLU.
- Communication: Be sure our CLU community is in touch as much as possible. Events, conference, luncheons, all help keep us connected.
- Better internal communication as to who is doing what, why, and what is the outcome.
- More connection of administration to faculty- vice versa, shared retreat time occasions, genuine collaborations; education of admin. On faculty issues, concerns, challenges, roles, etc.
- Much better communication of policies and best practices.
- Communication here is TERRIBLE among offices. Offices change policies and procedures and don't let other offices know until it's almost too late.
- Create a more open environment within the university to share ideas. Inform other departments about what your area does to further CLU's goals.
- More opportunities (such as today's event) for faculty, staff, and admin to get together to learn about each other's departments, share ideas, etc.
- Improve communication between senior or junior faculty. Faculty assembly attending issues. Clarity of expectations within departments.
- Increase more cross-campus collaboration.
- Begin more collaborative curriculum that encourages departments to work together or to integrate.
- More interaction with students/faculty. Academic and administration.
- Draw CLU community (faculty and staff) to shared goal and vision of what we do here. That this is something we do together.

Online Learning/Technology (n=63)

Add More Online Courses (n=27)

- More online classes for MBA. Specifically for MS-IST program.
- On-line learning/education/programs.
- Online programs: Educational Leadership, MBA - Mixed, marketing, efficiency, time.
- Grow online programs strategically. Instead of each school/department implementing separately it should be a university wide initiative.
- Continue to offer online courses for Grad, ADEP and TUG students. Offer increased availability of online courses for TUG students in summer, as many students take courses outside of CLU in the summer.
- Offer more online options for our graduate students - students work schedules/commitments are greater - need more flexibility to help them achieve their goals.

- Focus on online/blended learning (not exactly face to face offerings) - but grow possibilities for online/blended learning - requires policies/training/infrastructure - be ahead of the curve, not behind it.
- Consider a 3 year degree programs with hybrid learning curriculum to meet tech and financial needs of current student populations.
- Incorporate online learning into classes more - not necessarily fully online but use what great technology is out there already innovate.
- Online education for TUG/GRAD/ADEP.
- Expand distance learning opportunities both undergraduate and graduate levels.
- More choices of ADEP courses, more online courses.
- Offer more online programs/courses (UG and GR).
- Is there a way to consider online curricular offerings- determining the balance here of interest. I will be interesting to look at what trends are taking place, the implications for those institutions and the implications for us. Is there a way that we can navigate/tailor these developments that is distinctive and true to CLU.
- Explore online education opportunities. Get some solid answers to some important questions (would we be able to provide the CLU experience via online vehicle? Is a big one) and use these answers to firmly reject or accept online ed.
- Embrace distance learning media (fully online, hybrid classes and blended).
- Continue to improve and create a complete online delivery of the current org leadership major offered through ADEP. There needs to be less resistance to this delivery method as it is one that will flourish if given proper chance.
- Technology - online classes.
- Online/hybrid classes.
- Commit to online course programs - or don't. Just decide which way we're going and move forward or drop it. There is way too much indecision and hesitation.
- Although not in order, put programs that attract diverse audience with unpredictable schedules online as well as onsite. Such as MPPA.
- Continue to look at technology and integration into traditional courses. See lots of ads for online programs. In this economy perhaps students could work and take classes more easily.
- Newer methods of providing the academic education through use of technology, online opportunities to bridge data/ speaker/etc into learning process.
- Integration of online education/work with traditional classroom. We need to have a full offering and choices to help capture regional, national and international enrollment for both undergrad and graduate level. I.E.- one reason (Price of commuting and gas could be an issue still in 3-5 years).
- Improve online experience: outsource student email-gmail, use same LMS for online and on-ground students, develop comprehensive faculty development programs, move to two os for server infrastructure- phase out lines as we cannot hire system admins. Two os's=apple + windows.
- Grow online degree programs.
- Stop thinking about brick and mortar classrooms - have our students online, tablets/iPads, from day one.

Improve Technology (n=20)

- Paper-less office. Student forms all online. Example, separation form.
- Connected campus -provide better wired/wireless connections to students/faculty/staff since more handheld devices are coming to campus.
- Let faculty create CLU sponsored web pages. Blackboard is great but faculty web pages are better.
- Growing alongside technology. Example: online learning, Kindles (or nooks) and/or iPads in the classroom.
- Strengthen our internet and social network website presence with more current updates, news, accomplishments, and content.
- Smart rooms/ computer labs.
- Create a CLU application for smart phones like iPhone/Android to easily access CLU news, events, and culture.
- Advance the technology of education - provide tools to faculty and students and opportunities to use the technology effectively.
- Replace old technology around campus, in comp labs, library, classrooms. Make sure wireless covers all parts of campus it needs to and does it well.
- Align technology initiatives with efforts to improve learning, strategic relationships, marketing and revenues.
- More investment in electronics (learning labs, media center, auditoriums with excellent acoustic facilities).
- High quality 21st century (cutting edge) technology
- To keep all departments up to date in technology equipment.
- Make technology easier to use. Don't just focus on what a piece of software can do, make sure it is easy to use.
- Embrace online video for more engine communication with all audiences. Produce more of it and use it to showcase the feel of CLU. Upgrade live broadcasts to HD.
- Better train and equipment owners of web content to communicate with their constituents and take advantage of new web technologies. Improve the quality of web communications.
- Smart boards, etc and technology - current to schools available through tech labor some other format. Assistive tech.
- Convert the administrative system from unidata to saw. This will put the university in a better place to move forward with data and communication to the students.
- New Technology. Keep investing money into new systems to streamline processes and procedures to make CLU effective and up to speed with current technology.
- Ensure CLU is current on technology, therefore able to meet expectations of students.

Other Comments (n=16)

- Give departments the option of Macs over PCs.
- Embrace new ways students are learning with innovative delivery systems and networking.
- More research in online learning.
- Lecture capturing, iTunes U, academic resources online.

- Efforts and budget to bring all online program delivery through CLU inclusively and eliminate outside delivery sources (Blackboard).
- Create a department that houses all online programs together.
- While many may not agree with online programs, they are part of our future and should be taken advantage.
- Digital campus - ebooks, podcasts, etc.
- Greater use of technology and new media to strengthen CLU's presence and reputation.
- The online learning and support of faculty development in technology that keeps pace with our student global learning communities.
- Moving with the trends of our students and their need, our resources, our communication, and our services need to balance human contact with technology services.
- Innovation: inside and outside of campus from technology to an open horizon of teaching and learning experiences for both students and CLU.
- Move towards using more technology and eliminating use of paper to be more environmental friendly. Reconsider "how it's always been done" and move forward if possible.
- Doing better - comprehensive plans and management for online learning.
- Tempered progress online education opportunities. Don't jump in too quickly, despite current popularity.
- Establish a Strategic Plan for online learning.

Identity/Mission/Values (n=61)

Lutheran Identity (n=18)

- Clearly define Lutheran identity in terms of biblical beliefs, interpretation of scripture, how institution reflects these beliefs in daily operation.
- All faculty/staff trained in meaning of Lutheran identity and how to demonstrate it on ongoing basis.
- Own the word Lutheran and define it in a way that showcases the diverse open and global-oriented institution that is CLU.
- Drive home what being a Lutheran institution means for students and staff alike. Foster an accepting environment but also a clear understanding of CLU.
- To keep the university on track as a Christian university. To not only say its Christian, but also act.
- Continue the development of the religious goal and impact on the employee and students base for CLU's outlook. Where is the church's role in all of this?
- Stop trying to erase "Lutheran" from our tradition.
- Claim and articulate better CLU's Lutheran identity. Provide resources needed to accomplish this task.
- CLU has put much emphasis on diversity and tolerance over the last few years. Now it needs to put at least as much emphasis on being Lutheran (Christian). The institutional identity is being lost in the name of diversity.
- As a doctoral granting university, promote CLU as the "flagship" Lutheran university in the ELCA.

- Orientation for all faculty, including adjunct, staff, administration on identity, mission, values of CLU. Bold proclamation of the values of Lutheran higher education. Market this proclamation as this is one of our niches.
- Many of my ADEP students aren't interested in the Lutheran tradition and I noticed that this made some of my students uncomfortable. This makes me wonder if the Lutheran tradition isn't stressed to the ADEP program.
- Be who we are - operationalize the identity. More big worship events where Church and university come together to celebrate who we are - Integrate spiritual information for students into living learning opportunities.
- CLU needs to trust the Universe/God a bit more and be willing to take calculated risks that support its mission.
- Increase focus on social justice as progressive Christian ideal as we as that of a liberal arts college.
- Try to balance honoring the Lutheran tradition with also being inclusive of other faiths or secular orientations. We have a ways to go on this one.
- Continue the tradition of encouraging spirituality on campus - don't hide or apologize for it. This is what sets CLU apart from other institutions.
- Become even more intentional in promoting and living our Lutheran tradition.

Other Comments (n=43)

- Further establish CLU as a leader in academic excellence.
- If the university really wants to live its mission, it has to be a regional leader on finding solutions to problems (regional sustainability, regional inequality, etc.).
- Encourage students to take part in defining a more sense of identity/culture on campus.
- Become best school in Southern CA in one area (academic and/or practical).
- Become known as warmest and friendliest school (inclusive).
- Re-visit CLU mission and related values to examine how they line up with expressed outcomes in the treatment of all students in all programs.
- Have a common identity marker.
- Become a place if not the place in the southwest that leads the congregation around communities of faith.
- Become known for top academic programs and timely graduation.
- Encourage innovation and promote leaving behind ideas/programs that focus on who we were not where we're going.
- Continue to view university as a community - move beyond vision as only educational institution - consider students, faculty, and staff as all important elements in achieving academic and co-curricular goals.
- Embrace identity as university - that means attention to structures that help us with complexity - especially around grad programs. This has implications for faculty governance. Admin structures - closer to home, the identity of the college.
- To be an institution that grows but is still able to retain the current culture and community feel.

- To provide updated electronic support to all employees to meet the needs of the strategic plan and keep CLU at the forefront of the community in their area for our students to compete for future jobs.
- To be recognized as a leading university not only in the area but CA as a whole, in both undergrad and grad programs.
- Continue to maintain CLU identity. It works!
- Comprehensive understanding/direction of the LU "brand" in the competitive marketplace (and all spaces).
- Clearer communication to students and parents to CLU's identity. Why we do what we do.
- A revision of the CLU mission/vision that recognizes and articulates the graduate and doctoral programs as integral not ancillary to the CLU identity.
- Strengthen focus on vocation - not just how we and our students earn a living, but how they and we collaborate to the world and to humanity.
- Stop hiding our right - reputationally, etc. Successes of our students and faculty quality of education should be more known, less apologized for - we are not a safety or back up school anymore! We should stop acting like it.
- Continue to embrace inclusivity in strategic plan.
- Clear, consistent articulation of who we are as an institution of higher ed, ELCA, liberal arts, etc. across academic programs, administrative units, and student experiences.
- Strategic priorities that are more clearly driven by our institutional values and mission.
- Clearer standards for administrative unit assessment to ensure continuous alignment with institutional values and improvement of services.
- Continue to emphasize strong values in all things, from curriculum to student life.
- Identify "leader for a global society".
- Look at our own identity to clarify if we are truly a liberal arts institution, or if we are becoming a professional school with larger majors in Bio-Chem and management.
- Focus on what distinguishes CLU- what makes it different/special and own that in all marketing.
- Embrace the fact that we are no longer a college but a comprehensive doctoral granting institution. This fact should be evident in our language (print web and verbal) our governance structure and resource allocation.
- Maintain the commitment to the inclusivity needs of all staff/faculty and perspective students.
- Pay attention to our vision of our ancestors and founders.
- Better job linking majors to core values/mission statement - possibly establish for example - create social entrepreneurship, marketing new programs.
- Maintain core values - ensure they are leveled out by management team and staff/faculty.
- More identity/recognition in the community so that CLU is well known and recognized as "the university" of Ventura Co.
- Work toward developing a real "university" identity and move beyond the "small college" mindset. This requires a cultural shift and some changes in governance and financial structures.
- Position ourselves as a rigorous university.
- Remember the visions of our ancestors - integrate them into the future.
- Look at what is meaningful from our institutional past - both strengths and failures.

- Cross organizational unit integration - reorganization at the institutional level. Stop acting like a liberal arts college thinking only of TUG.
- Hire for mission, recruit students for mission. Core values are not something people brag into. They must be predisposed to hold them.
- CLU needs to focus on making decisions that are framed through its mission versus choosing popular ideas of the day or what the market currently dictates.
- CLU needs to own (or stand) something versus trying to find things others don't do or worrying if we can do those things better.

Support and Resources for Graduate and Adult Students (n=55)

- Coordinate a campus wide orientation not just undergrad but also graduate.
- Year-round services for grad and adult students (library, Centrum, etc.).
- Increase support and resources available to graduate programs proportionately to the revenue generated by those programs.
- Don't treat grad programs like second class citizens.
- Improve marketing for grad programs.
- Expansion, recruitment, marketing of graduate programs.
- More resources for graduate and adult students.
- To promote our graduate programs and increase the numbers across the board. Students first!
- Close the gap on resources offered between UG and Grad populations or consider capping grad enrollment - current model is not sustainable with continued growth.
- More opportunities (clubs) and services for ADEP and grad students (child care, family friendly services).
- More opportunities for grad students - clubs, food options, etc. Offices are mostly closed when they arrive at night so they cannot handle CLU business when here and must come during the day.
- Graduate writing center.
- Stop thinking our primary "customer" are just TUG.
- Offer wide variety of classes, more classes in ADEP, offer better classes, state of art tech.
- Tutoring services for graduates.
- Better student support for graduates.
- Job placement/internships for graduating students.
- Develop more robust and comprehensive graduate student services. This includes everything from admission and orientation to graduation and career services.
- Full equity and inclusion of graduate program in the mission, vision, governance and organizational structure of CLU.
- Stop closing health services during the summer - there are students on campus i.e. international graduate students who are in need of their services.
- Year-round ADEP and graduate students sometimes seem forgotten during the summer months, spring vacation, etc. Food services, library hours, etc. need to be addressed to be inclusive of all student body.

- If the university wants an international graduate student population add to our website clear instructions for international student application procedures and what to do once admitted.
- Make the ECHO newspaper (or create a new one) a piece that focuses on all student population, be inclusive of all student population.
- Expansion of cross-discipline graduate programs. Ex: partnerships with SOE and Science department for Masters in Science Education or with math department for Masters in Math Education, etc.
- Equal value and recognition to graduate, ADEP, and TUG programs.
- Find ways to expand the provision of support services to graduate and ADEP students. The services should be delivered when and how they need them, but still be delivered efficiently.
- Determine a way to be unique in grad and ADEP from competitors. Perhaps being family friendly.
- Student government/programs for our graduate and ADEP programs.
- Improve graduate program classroom experiences: foster a more professional, rigorous, and intellectually engaging classroom (and curriculum) experience for graduate students (specifically things like student presentations, classroom discussion, professor presentations and note taking).
- Better integration of graduate programs into the university on all levels and in all areas.
- More focus on the graduate student experience (connection to CLU, parking, etc).
- Creation of more graduate level programs.
- Cater more to transfer, international, and ADEP students because I feel that most of the time they have a harder time transitioning and feeling part of the university.
- Increase/intensify support for graduate students and the graduate programs.
- Draw ADEP and graduate students into CLU community so they feel connection and ownership.
- Improve graduate student services: dining facilities, increase hours of access for bookstore, office hours of counselors, increase alumni goods in bookstore, student union area for graduate students, graduate writing center, specific/customized career services for graduate students, consider tuition discounts for grad students, activities for grad students/student life.
- Improve tech support for graduate students - help desk hours extended to nights and weekends.
- Continue to integrate grad/adult students into the life of the school. Continue to increase awareness of those student bodies among the TUG faculty. It's still very separate.
- Decide how to include resources for all students, interns of programs, events office resources, especially to grad and ADEP. Decide where grad and ADEP students will not receive these programs, events, office resources, if any. Free all units of university to develop resources and hours of operation to achieve this. Funding available to do so.
- Graduate programs in full communion with rest of university, equity in funding models, staffing, facilities, student service, etc..
- Acknowledging and recognizing the importance of ADEP (grad and adult programs) as vital to CLU. Helping ADEP and grad students feel included in the CLU community.
- Improvement of facilities for night students. It appears that all programs and office hours are more open to TUG and leave out over 1000 who arrive on campus at night (after 5pm).

- CLU needs to address the balance of equality issues between its graduate and undergraduate programs, in a manner that honors the desires and needs of the faculty and students who are impacted by those areas.
- Improving student governance to include representation of ADEP and graduate programs.
- Increasing and improving student services for ADEP and graduate programs.
- Fully integrate the graduate, ADEP, FPP, into the mission of the university. This includes not only students but faculty as well.
- Better incorporate graduate programs in the culture of CLU. Include Saturday classes in course schedule, have something open on campus for students taking evening courses. Integrate undergrad plus grad faculty more often.
- Advanced graduate management programs.
- Create equitable infrastructure for graduate programs.
- Pursue a graduate student union that includes all services - we cannot close the doors at 5:00 - have Registrar, Business Office, coffee, food, open till 10:00pm.
- Graduate programs: we need to get the graduate students more involved on campus so they feel like part of the CLU community. This includes a graduate center with places to study and meet other graduates.
- Graduate events so they feel more included, this will help strengthen the connection with CLU when they become alumni.
- More significant embracing of graduate programs and graduate culture.
- Redesign governance structures, esp faculty to incorporate graduate programs. We need a strategic marketing of enrollment plan for grad and ADEP.

Improve Campus Life for Students (n=47)

- Campus mentoring: peer to peer, student to student, staff, faculty.
- Allow older students to live off campus (soph/juniors).
- More activities for students on campus - fraternities/sororities, housing interest groups.
- Promote our athletic events and create more of a buzz on campus. Many prospective TUGs. have spoke with, athlete or not, asked about our athletic events and how many students attend them.
- Align duplicate resources with student affairs and academic affairs. Leadership center, vocational center, service learning and community service, career services with vocation, student leadership with leadership center. Go beyond business. First year experience and orientation.
- Through experiential learning find a way (leadership transcripts) to include students on point in current plan or future plan regarding leadership development.
- A more cohesive effort to help our students with drug and alcohol abuse.
- Further enhance efforts to get commuter students involved in campus activities.
- Create a centralized tutoring center for all levels of students.
- Having more events on campus to help promote the university. Something like the Los Angeles Times Festival of Books.
- More student services during the summer and other times that UG students are gone.
- Get a more centralized student hub that will give more life to the university.

- Cluster current campus offices/services to highlight vocation and community engagement - career services/CSC/experiential learning, etc.
- Integration of TUG, ADEP, GRAD faculty and offices.
- Equality in the attention TUGs, ADEP, and grad students receive at CLU.
- Continue our outreach to commuter students. It's improved greatly.
- Collaboration - stop making decisions for students without involving students.
- Continuous quality improvement - renew curricula each semester based on student feedback per evaluation. Consolidate improvements into teaching materials media, web, etc.
- Centralized tutoring for students who require one-on-one attention. DA's are not enough. Peer mentor program for academically at risk students.
- Create a campus environment that is active. Where residents can have a multitude of cultural and educational experiences.
- Encourage greater student association initiative in campus activities and resources.
- A commuter lounge would be great for our transfers. Lockers available for them to keep their things. Couches or futons. I have heard from transfers/commuters that they sometimes sleep in their car because they have downtime and not many places to go on campus.
- Including commuting students more with on campus students.
- Eliminate three year residency requirement, make it two year only.
- Commuting students: TUG, ADEP, and graduates need a bit more focus and attention to keep them around. With just the unstaffed SUB they have no place to study or meet on campus. What tutoring resources or programming is helping them?
- Make sure students feel welcome no matter what race religion and culture they come from and treat them with the same respect that you like to be treated.
- Emphasized personal responsibility for students academic and professional lives - this may include early training on what plagiarism is, etc.
- Value all students - TUG, ADEP, Grad.
- Training/focus on students with special needs.
- Greater emphasis/information for the policies, procedures, and inclusion of students, faculty and staff with special needs.
- Increase services and focus for commuter students. Our growing number of commuters is not reflected in our services, our support, or our campus environment. How will we keep them here?
- Better services for all students (TUG, ADEP, GR) and movement toward a campus that is centered around all three distinct populations (and sub-populations) and their needs.
- Continue to find ways (new ways and support current ways) to engage students at CLU do they see it as the center of this intellectual and social lives.
- Build a lively student center where students can "hang-out" at night and weekend, where there's a 24-hr. Café, etc.
- Build more student life/ extracurricular activities that encourage students to stay on campus over weekends.
- Add a shuttle for students to go to local shops (e.g., Oaks Mall, beach, etc.) freely without the need for them to have their own cars. This could encourage them to treat campus as more of a "center" for their lives, as opposed to nearby parents' homes that they leave campus for.

- Enhance the campus life. We need more students active on campus, enjoying the outdoors and participating in activities.
- Address issue of insurance coverage for low income residential students with medical must apt out of students ins and be made aware of shortage of local medical providers.
- Continue to develop and improve research resources.
- Consider offering students the choice of a substance free dorm. We presume all residence halls are this, but there is an illusion. Put more money into activities for substance abuse. A true coffee house on campus?
- Clearly laid out plans to incorporate the needs of those individuals who are low income/ first generation and individuals with disabilities with the universities goal to move ahead.
- Transfer student: provide more events and programming. Honor outstanding transfer students quickly.
- Rethink how we house our students on campus. Maybe the freshmen should be mixed in with continuing students.
- Improve quality of student experience: this increases retention, grad rates and alumni giving. Increase opportunities of all kinds- study abroad, internships, daily activities.
- Centralized academic counseling.
- Examine ways that CLU can lead our students to use their learning to serve others - practice this while they are students.
- Teach students how to accept and learn from failure as a means of understanding others.

Resources for Programs (n=36)

- Provide additional resources to athletic programs as nearly 1/3 of students participate in athletics.
- More resources for both students as well as staff.
- Computer training opportunities for students.
- Professors, Staff - to continue to have small classes, to assist students with their needs.
- Update the Media Services video truck to an HD video truck, to bring it up to modern expectations.
- Complete delivery of required and support courses.
- Create more smart classrooms throughout campus.
- Investment in technology so that the university is in a position to address the pedagogical demands of our incoming students.
- Counseling services needs to be expanded to better serve the student population and their needs.
- Think more clearly and concisely about resource needs as the university grows. Have better plan to meet new programs by placing resources in place ahead of time.
- Focus on on-line registration/inquiry forms for campus workshops/events. I know registering for classes is on-line, but I mean, anything possible - have an on-line form so people can register or inquire at any time of day or night.
- More support, more understanding of programs.

- Provide more services to meet the needs of growing mental health issues on campus to potentially increase student retention while contributing to overall health of student body (counseling services, training for staff/faculty, RA program, etc.).
- Proactive approach to planning for disabilities and stop the reactive.
- Centralized tutoring office to provide training for tutors.
- Consider sustainability across the campus. In every discussion - how can we do this in a sustainable and environmentally friendly way. It is disappointing, for example, that our stadium is not Leed certified. Be more proactive in asking our vendors for sustainable solutions (i.e. gowns for commencement made of recycled water bottles).
- Better equipment to maintain the work.
- Support existing programs and the resources they need to develop excellence and to match comparison institutions.
- Become more efficient in use of resources by supporting growth where possible and examining best use of resources.
- Increase the faculty travel amount. The \$1000 is good for one conference a year. I suspect that more faculty would like to participate in more conferences.
- Alumni and career services under the same division to collaborate more effectively.
- Generate resources that benefit CLU's planned growth - performing/fine arts, sciences, etc.
- Provide academic resources for all students, not just students on probation, conditionally admitted, or students with disabilities.
- Career counseling expansion (job search is presently receiving more emphasis than traditional career counseling services, which could be assisted by student counseling services, with appropriate staffing).
- Invest in health services (staff, technology for record keeping).
- Strengthen capacity of counseling services and mental health support.
- Understand what our desirable majors are and provide those majors with proper resources so that they can be appropriately recognized.
- Build a system whereby faculty are encouraged to work with students individually and in "research/project" teams. e.g., give compensated credit for "research/lab experience" groups/
- Smart and hard work implementation both students, staff, faculty, and community involvement with available resources.
- Academic advising and counseling programs need to be expanded/ resourced in order to serve the needs of both graduate and undergrad populations. This will impact our retention/satisfaction.
- We must allocate resources to those programs with potential/ promise(i.e. Ed.D) so that they can become flagship programs at the university. There are models for doing this but currently lack the resources to implement.
- ISS: technology support/staff and resources must keep pace with the increased technology needs of the univ and its programs. Particularly as we move to more online/hybrid programs. Training staff faculty students is essential.
- Improve career service center. Start mentorship program. Require class for seniors job research / grad school prep. Vocational training integrated into curriculum.

- Begin budgeting by volume per program. For example, if course credits are increased or decreased in one program vs. another than resources should be shifted accordingly.
- Resources (staff) to support co-curricular and curricular experiential education (service-learning, study abroad, academic initiatives, etc.)- bridge between academic affairs and student affairs.
- Increase the student counseling services on campus so no student has to wait for our help.

Recruit and Retain Students (n=31)

- More and better students (GPA, SAT, diversity).
- Be more selective with the Admission process.
- Recruitment of increasingly capable students in all programs.
- Re-think enrollment and FA strategies open the process for review and information sharing the create a stronger understanding of what type of CLU students are desired for the future.
- Recruit and enroll higher achieving students to boost the reputation of the university. It could help explain cost increases.
- Expand UG to graduate students.
- In building a student body that is diverse and academically accomplished, look at how curriculum, student programs, and support services will accommodate students...being proactive rather than reactive once they are here.
- Stop enrolling more students than we can house on campus. 5 students in a dorm built for 3 is a hazard (as per complaints from our student workers).
- Improve ADEP retention.
- Increase average SAT 40-50 points.
- Keep traditional undergraduate enrollment where it is to maintain quality and the benefits that come with a small school.
- Recruit from Christian Parishes - Christian parents are interested in finding a place to offer their kids a good Christian college option. Come to St, Paschals!
- No admittance of students with SATs below 500 in math or English.
- Increase the four and six year graduation rates significantly.
- Focus on recruiting students from a broad spectrum of the country.
- Focus on recruiting legacy families beginning in middle school (birthday cards, etc).
- Stronger, more committed students.
- Increase geographic diversity of student body while increasing SAT/GPA.
- Campus wide discussions/programming centered on retention.
- Continue to raise the level of the weakest students (i.e. have fewer students who need the LRN classes).
- Ideas to help retain students at CLU so they finish in 4 years. Getting them here does not seem to be a problem.
- Retention plan for grad and ADEP. We communicate a lot with our students but I feel students want to know that the university cares about them, not just our office.
- Grow geographic diversity of the student body to include more students from out of state.
- I'm very concern about the retention rate and 6-year grad rate of our undergrads.

- Increase UG student quality before any further increases in numbers of UG students. A top reputation will carry us through leaner times when TUG student numbers decline and no top reputation without high quality TUG students.
- (appropriate selection of students) Graduating -undergrads & graduate level- who can step into jobs, graduate work, i.e. their next step- etc., well prepared, well rounded, critical thinkers. This is important to business/employers and we need to be the premiere recruitment and placement institution of choice in our region.
- In 5+ years, there will be a teacher shortage. Need a plan for how to ramp up for the future need and to attract students to this profession.
- Establish cut off dates for enrollment - admitting students in the week prior to our day classes begin is detrimental in that they are not mentally or financially prepared to focus on their course of study.
- Continue to build/grow to attract prospective and incoming students to our campus.
- Recruit from outside the US - Increasing revenue and diversity.
- Actively recruit students from Scandinavian countries also. In general foreign students group is well diversified.

Grants/Endowment/Funding (n=27)

- More opportunities for research grants for staff, faculty, and students alike.
- Increase awareness into the importance of endowment funding.
- Expand faculty grant writing - mandatory?
- Larger endowment (scholarship, chairs, professorships, programs, maintenance).
- Find "big" donors.
- Capital campaign to increase endowment.
- Develop a research track that identifies honor students early in their CLU career and guides them to apply for distinguished grants: Fulbright, Truman, etc.
- Create endowments for specific technologies that require frequent updating (i.e. software editing equipment and cameras in Comm dept).
- Develop better support for research and grants.
- Hold more grant workshops. Marsha is a great resource. If possible, she should hold grant workshops that teach us where to look for grant money and how to apply.
- Build up endowment - keep targets high.
- Talk to students about how important it is to donate to the university and help them understand where their donations will go.
- Concentrate on raising endowment so university is less tuition driven.
- Continued growth/focus on endowment.
- Increase CLU's endowment to provide more grants and scholarships for students.
- Educate students early about philanthropy so they understand the importance of giving back as alumni.
- Re-think graduate reinvestment program. When a new program is started, after its been decided that it will enhance CLU, just go for it - invest resources for a few years instead of making it sustain itself in the first years.

- More endowed scholarships for students from Lutheran congregations.
- Begin a Capital Campaign to raise funds to continue projects such as dining hall, science bldg, art bldg.
- More funds for Professional Development faculty and staff development conferences training on campus.
- Kickoff a fundraising campaign in the fall (about \$80MM) to start raising money for the much needed arts and new sciences buildings.
- Develop a funding strategy for the campus- transformative new dining commons to start construction in a smooth, continuous transition from the planning and permitting stages.
- Increase resources for faculty research and writing projects- consider creation of new fund for research "supply" grants and for pre-tenure "mini sabbaticals" (1 or 2 course release in 3rd year).
- grants/grant writers to support additional growth...curricular and co-curricular P/T- FTE.
- Charge international graduate students a fee for social activities because they are asking for programs that we do not have funds for.
- Increase the funding for undergraduate research. More programs than Swenson and Surf needed. Chair position of OUR should be rotating.
- Expand donor base - we need to engage people from all regional areas.

Advising (n=23)

- Advising: Peer advising and modify current faculty advising.
- Improve registration and advising for transfer students.
- Streamline academic advising.
- Get faculty more interested in the Academic Advising responsibilities in their positions to better guide students to graduation in 4 years.
- Improve advising for incoming students, part I: we need better information on incoming students. DO NOT USE STANDARDIZED FORMS to gather info about a student's plans for program at CLU; ask them to write a few paragraphs or paper.
- Improve advising for incoming students, part II: restructure first year seminar. Increase academic content, and increase academic focus.
- Reconsider the faculty based advising model and offer a shared faculty professional advising model - faculty should advise majors/careers and professional staff would advise for CORE 21.
- Better way to schedule classes in advance - do students know or plan a year ahead.
- Strengthen advising - work to hire advisement staff, not faculty that would serve specific colleges and majors - because faculty time could be better spent making community connections for experiential learning opportunities and mentoring students (different from advising) in research projects, etc.
- Make sure academic advisors are strong and helpful for students to make them feel welcome and can lead to better retention of students.
- To increase retention and academic reputation. We need to work on academic advising. Now it's very hit and miss depending on the advisor you are dealt. The school's reputation in that area is not very admirable.

- Provide general academic advising in addition to faculty advising to help students plan their academic career.
- More advising for our TUG students. We need an advising center. More concentration on advising would aid retention rates.
- Academic advisors (not faculty advisors) for TUG within each department - should improve retention/graduation rates significantly.
- Athletic practices should be limited/restricted to later afternoons so students can get in classes. Advising student athletes is very difficult when a student can't take classes that end after 1pm and a Core course is only offered in the afternoon.
- Increase academic services: advising, academic support, more widely known avenues for help and assistance. Potentially move away from faculty advising - not all faculty advisors know enough. Is this leading to fewer retention and more years to graduate?
- Significant investment in program evaluation and development to assess the effectiveness of academic advisement services.
- Academic advising center for UG students. Provide workshops on how to organize a 4-year plan. Integrate the process into the residence halls through residence assistants.
- Invest in hiring actual academic advisors for students whose main responsibility is to keep students on track instead of current model where faculty serve as academic advisors.
- Advising- We need a more deliberately planned advising procedure/ Students should be planning early and often- and should not remain in Freshman seminar instructions- advisee for 4 years.
- Get better at: advising. Specifically more communication between Registrar's evaluators, faculty, and admissions. Reality-test, new strategies with staff and faculty before implementing those.
- Better (more thorough, comprehensive, exploratory) academic advising for vocational reflection (see institutions like OSU for academic advising, ELCA schools with centers for vocation reflection).
- Fix the advising system so it serves students well.

Diversity (n=23)

- More students of diverse cultures and backgrounds.
- Take inclusivity seriously. E.g. 18% of CLU undergrad population is Latino (mostly Mexican-Americans) and growing. What affirmative steps are being done to hire Chicano faculty?
- Much more diversity.
- Continue to embrace diversity. The world is getting smaller, and we all need to feel that sense of belonging.
- More diversity in student and staff.
- Increase the visibility of diverse groups on campus - offer cultural shows and events.
- Create clear plans to serve under-represented student groups if we are going to continue recruiting them. At times they get here and there are not enough resources or support so the attrition rate increases among these groups.

- Programming or strategic effort to better serve the increasing Latino students. For example, though CSUCI has a very strong Chicano/Latino American Studies program, our institution doesn't offer many Latino American theme courses.
- More and more diverse faculty.
- Continue our goal to grow our international and multi cultural students base and faculty.
- Increase diversity - students and staff and faculty.
- Do a better job of living diversity by hiring under-represented but well qualified people for roles of leadership. Being under-represented does not make one qualified as a faculty member, administrator or staff person so diligence in recruitment is mandatory.
- Work to celebrate and promote the diversity of our students, staff, and faculty with more events.
- Increase in diversity amongst CLU.
- Diversity/inclusive environment - find ways to make faculty/staff more diverse and better prepare all to work respectfully and inclusively and recognize the value of diversity.
- Improve services for international students to make CLU a gold standard. Make them feel welcomed, help them adjust to the CLU community and organize more opportunities for them to share their culture with the larger CLU community.
- Culture: Language lab/lounge/residence hall a gathering place for native speakers and those learning a new language to congregate. A residence hall with a mission of increasing cultural understanding/ language proficiency. Increase Language offering on campus Arabic, Japanese, Italian, etc.
- Increase diversity among faculty and administration. Implement a plan to increase our multicultural proficiency as an institution.
- Continual growth with inclusive community. Diversity on campus promotion of awareness and acceptance.
- Fund initiatives to evaluate faculty diversity issues and consider creation of an Associate Provost for Faculty Diversity. Recruitment and Retention.
- We need to address our significant ESL student body. We have students (interesting, diverse students) who have extreme difficulties with English. It's wonderful to have this diverse student body, but we can do a lot more to integrate them in a meaningful way = mission.
- Introduce more cultural diversified organizations on campus.
- Focus on training the faculty (not just new hires but ALL faculty) on how to treat women and minorities in the classroom.

Increase Aid for Students (n=17)

- Increase scholarships and financial aid to students.
- To make the tuition numbers look more affordable and appealing. Promote financial aid, scholarships, work study, etc. There is always a way to pay for tuition.
- More scholarships for students so lower income students can afford to attend CLU. Stop increasing tuition.

- Tuition increases hurt students every year. A program to consider if possible would be to have students pay the same price as when they started each year, unless they don't finish in four years, then pay the current tuition rate. It could help in students graduating in four years.
- Look at financial leveraging strategies that focus on rewarding merit; yet also appropriately address need gaps. With that in mind, consider how much we are pushing the affordability factor of higher education out of reach of many families.
- Make applicants aware of available scholarships.
- Increase accessibility - financially, become more intertwined with high schools in local communities.
- The cost of attendance and living here needs to be looked at.
- The cost of books also needs to be looked at.
- What do we do to make education affordable (accessible). And maintain quality - i.e. student as consumer hurts everyone.
- Increasing financial aid opportunities for ADEP and grad (more scholarships).
- Increasing financial aid and opportunities within ADEP and graduate programs.
- Identify what a realistic price point is for CLU and where a reasonable graduating debt load is for our graduates.
- Improve financial aid for grad. Students including on campus student employment for grad students.
- Scholarship office for students to visit, utilize, and gain knowledge on available scholarships, how to apply, and approaches to use when applying.
- Scholarships specific to first generation students.
- Graduate financial aid: scholarships, more assistance for students wanting a graduate degree with financial hardships that arise.

Library Resources (17)

- More resources for library. Like e-books and adding more computers for students in the library.
- Library - more research resources, computers, space.
- Upgrade tech resources.
- Invest more in library technology and less in books.
- Library: weed more of the old print monographs and replace with up-to-date material. Better to have quality over quantity.
- Weed old journals that we no longer have subscriptions for and use that space for either private study or collaborative spaces (Cal Tech has weeded 80% of their print journals).
- Continue to increase electronic resources. Students want/need resources that they can access 24/7.
- Remodel library for more resources.
- Improve the library.
- Converting library into "Study Building" - getting rid of the books and adding computers, work stations, and study areas.

- Remodel library to reflect technological advances in education. Our library currently houses physical books but most students come to the library to use the computers and online databases. We should allocate the majority of the space for digital learning.
- More collaborative/group study spaces in the library. More study rooms - in high demands by both staff and students. More conference rooms/small labs for staff as well.
- Increase the number of computers in the library available for students to drop in and use - especially as our UG enrollment rises.
- Coffee shop/snack bar at the library.
- Improve the library environment. Have more study rooms, and re-model the back office areas.
- More possibilities for students to check out required text books from their classes at the library. Some students cannot afford text books - it would be nice to have most if not all of their books available to check out/borrow.
- For Library: more user friendly research and resources page - database access is difficult with too many clicks to access info. Way too many databases.

Increase Salaries (n=13)

- Hourly increase in pay Facilities trades.
- Continue growth on making salaries more equal to market value across the board.
- Competitive salaries - staff and faculty.
- Increase compensation to keep valuable employees from leaving.
- Higher pay to staff. Benefits, even half benefits, to part time staff.
- Continue to evaluate salaries and stay on target to be and then remain competitive in all areas.
- Increase salary and benefits to retain quality staff and faculty. Better coverage (health plans, etc) for spouses and families.
- Continue to improve on employee compensation - to be competitive in the market.
- To increase pay for staff/admin who have consistently contributed to CLU.
- Value employees. If salary increases is not always an option, create other incentives that motivate your employees. Supervisors need to spend more time thinking about this.
- Revisit staff salaries. Try to develop a merit pay system where outstanding performance and results are rewarded by more than an across the board annual increase.
- Close the salary gap - we are losing a lot of talented personnel who cannot support their families unless they leave for higher paying jobs. Turnover costs a lot of money. Keep it on the list.
- Increase the pay grades would attract a greater quality of potential work force and boost morale of current work force.

Housing Options (n=11)

- Graduate students and employee housing options.
- Housing - future students, staff, faculty and family housing for students.
- Purchasing apartments across from Aquatic Center and converting them into student housing.

- Make staying on campus during summer more of a draw for students. Library needs the student workforce, but cost of classes and cost of housing often drive them away for summer.
- Reduced rates for housing for students working on campus during the summer? Better pay?
- Better opportunities for ADEP and grad housing.
- Additional faculty housing assistance. Buying a house is not likely possible, particularly for junior faculty.
- Rental assistance? May be particularly important if student enrollment increases and demand for temporary housing issues near campus grows.
- Make housing affordable to faculty, particularly the new faculty, as this is a very expensive area to live and salaries are not competitive, might help retention of faculty.
- Housing options for graduate and adult students. Create more of a sense of community and identity with the institution.
- Consider letting juniors and seniors live off campus. Our school is at capacity every year, and by allowing juniors and seniors to live off campus would allow us to accommodate more students.

Communication with Alumni (n=10)

- More work with graduate alumni.
- Outreach more to alumni, the students of the past decade in particular. Networking! We haven't forgotten about you!
- Integrating and putting more emphasis on graduate/ADEP programs w/TUG in terms of alumni involvement.
- Reach out to alums in ways that draw them together and to the university in meaningful ways beyond fundraising.
- Better communication/connection with graduate students and alumni.
- Find additional ways for alumni to stay involved with CLU (alumni who are involved are more likely to donate time and money). Gatherings with current students and alums from their program or major to share insight.
- Lower the cost of the FFC to alumni: we have numerous complaints about cost. This will improve alumni relations, raise revenue and give the center (although small to entire university, large to my budget) funds to continue to improve.
- Reach out to young alumni on their terms. Understand the kinds of service they value and communicate it to them through the channels they prefer. Listen more. Ask for more feedback and ideas.
- How do we keep alumni connected? Currently some would say that they may receive information for homecoming, however most would say that they only hear from CLU when asked for money. How do we work to continue to build this relationship and build relationships with families while their students are still here?
- Involve more alumni in our school in new ways to build our support base. Beyond grants and gifts- Alumni is our primary foundation and donor base and needs to be cultivated.

Miscellaneous (n=89)

- Create better career placement/career help for new graduates.
- We are very good at striving for excellence. Let's do better! And take a close look at the areas that are not working.
- Medical insurance for the family member. This is very important for who has family.
- Really big long shot - get rid of Kingsmen/Regals and choose one singular mascot.
- Increase numbers of ways to transport for housekeeping; also numbers of seats per cart/car for better and safer transportation.
- Improve ways to find help or assistance when employees when sick or vacation leave, increase numbers of secondary assistance. Back up workers.
- More security for a safe community.
- Brown bag lunch series: introduce new ideas/perspectives.
- We hope the best for the future from this univ. Like the Pastor said working together in the same spirit with God's help because without Him there's nothing we can do.
- Create intercampus mail/courier services between 3 campuses.
- Have a domestic and international travel policy in place. Have a travel company on site (or person) that can educate the administrators about the travel program. Should go out to bid to various companies to receive best results in substantial savings to CLU.
- Consider a smoke-free campus (Ventura County Public Health is willing/interested in helping us with this).
- Keep the online directory up to date! We spend too much time out of our day directing outsiders to the correct departments and people - this is not an efficient image to project to prospective students, faculty and staff.
- To stick with goals at hand of things needed not make changes for unnecessary things which won't get the goals done.
- Invest in urban England/Scotland property.
- Lower discount 15-20% (from say 48% to 33-28%) - move away from financial aid package being reason to choose Cal Lutheran.
- Stop using "Experience Success".
- Develop a system of transportation (students and faculty), van pool, rideshare, shuttles to nearby bus stops.
- Combine vacation and sick time.
- Give employees all vacation time at the beginning of the year instead of accruing time.
- Do things we already do better rather than constantly doing more.
- Offices which do not deal with students on a daily basis to respect those who do.
- Recognize we are here for the students! No job is too small.
- Great to have Spanish presentations today!
- Increase the price of MS ECON, PsyD (after accreditation) and Ed Leadership and discount at 20-25%, focusing dollars on achieving goal of becoming destination campus for high achieving students.
- Put pictures of admin/staff on website directories. To match names to face. To know people better.

- Stop being provincial.
- We need systems that support the goal.
- Require all offices to have clearly stated goals/learning outcomes in order to accurately measure success/weaknesses.
- As someone who is new to Cal Lutheran, I am still learning about the day-to-day needs and functions that will be serve the population on campus. I would hope that CLU continue its effort to provide all students with an opportunity to earn a degree in a timely manner - within four years give or take a semester - and provide enough financial support to make a quality education affordable for as large a group as possible.
- Veterans club/support
- Get rid of the cap on vacation hours.
- Put cameras inside res halls common areas.
- Jettison Shakespeare. Cost lots of University resources and does not help students.
- Budget expenditures using a zero base and hold budget managers accountable.
- Create a capital campaign with goals required by development staff.
- Need to resolve WASC accreditation. Hours vs. Credits.
- Better alignment of responsibilities, resources and competencies. More output and less input orientation.
- Develop a more transparent and equitable financial structure to the departments.
- Continue to assess for a purpose rather than assess to assess.
- Eliminate student newspaper unless credibility can be established. Or just provide online, reduce paper waste!
- Stop allowing students to walk in commencement who have not completed the graduation requirements. Walking across that stage is an honor which should be earned. This may help increase graduation rates.
- Provide flexibility/creativity for staff work schedules that still provide necessary coverage.
- Increase visibility of our senior administrators and regents across all departments - not just in their respective departments, areas (i.e. when regents are on campus for their meetings)
- Commitment to grow slowly.
- Continue to stress sustainability in every aspect of the university.
- Grow but to continue on with a "family" campus.
- Slow down the (BIG) growth of CLU so we don't lose the personal touch.
- Procedures and checklists and timelines for each event.
- Organized committees where everyone does their job share. Make for successful events.
- Create a central calendar with many events promoting and highlighting CLU's culture.
- Provide small budget for employee birthdays, employee-student interaction events for individual departments - this creates camaraderie and better working relations.
- Re-work faculty governance structure/faculty committees to better include/represent all faculty (GR, TUG, ADEP) and thereby all students.
- A faculty governance structure that is both inclusive and differentiates the needs, purpose, and goals of undergraduate through doctoral studies.

- Pictures of all faculty, staff, administration on internal CLU website so we can learn more about who our community is. Of course give opportunity for people to "opt out." Provide description of persons role on campus.
- Ensure faculty have all the necessary tools to allow them to give the students the best opportunity to achieve both academically and personally.
- Promote exercise to employees - a healthy staff means less sick time which should relate to more productive staff.
- Practice respect and tact with fellow employees. Practice what you preach.
- CLU needs to focus on building a culture that has serious consideration of matters of the heart and spirit and believe those items will eventually support revenue.
- Even more stress on social justice and compassion as learning goals the university embraces for its students.
- Commitment and responsibility in progress with solutions, ideas, and adapting to a new generation year by year to support the teachings and experience at CLU students and staff, faculty alike.
- Increase number of students applying for programs such as Fulbright for study/research, recall corps, volunteer programs, following graduation.
- Eliminate leadership development as a goal. We would have done more with this over the last five years if we were serious about it.
- Have vegetable gardens in the back yards of all university owned houses. We can share the wealth with food banks.
- Update the faculty handbook.
- Creating an employment track for students. Undergrad- graduated- employment.
- Come in undeclared and determine later as you learn grow about opportunities available for them, help to graduate.
- Create a culture of evidence. Instill this practice/goal in all departments so when there is turnover, people can access info.
- Implement more theory to practice to support why we do the things we do. Invest time to see what the best practices are at other institutions.
- I personally feel that administrative assistants should have a more professional role and serve in a higher management capacity line, decision making, planning, participation that is meaningful.
- Stop having faculty applaud new students as they enter Chapel for opening convocation. Create a new ritual that is more meaningful for faculty and new students.
- Work toward becoming a "destination campus".
- Promote scholarships by creating institutional repository of student and faculty research.
- Continue to make progress towards campus internationalization- campus wide involvement- faculty, students, and staff.
- Transportation! Demonstration CLU's commitment to greener living and reduce the need for every student to have a car on campus.... 1)encourage trader Joe's complex to have more services that meet student needs (within walking distance or easy shuttle ride) 2)partner with university village for sharing shuttle service to mall and other spots around town 3)work with city of TO to make bus service relevant for students (reduce travel times) and publicize schedules.

- Explore options of having hybrid neutral cars (enterprise etc) available near campus that students can use/rent.
- Better public transportation. A shuttle bus to airports for students would be an awesome resource for students. For those that live farther from campus, it would be nice to use the train - but there is no way to get from the station to campus - a shuttle would be great.
- Perhaps require non-student life personnel (like Business Office or other staff) to participate in a student program to learn about the social aspects of students.
- CLU works its employees to death. How do we help that?
- Reform the trend of super high tuition down to more reasonable levels so more students can attend.
- Offer a yearly voting system on staff/faculty benefit packages. No more of the A or B benefit packages. Maybe A through D and allow an interactive voting system of the best two packages as an option.
- Develop incentives for entire prongurac initiatives.
- Tempered approach to research on campus - the strength of CLU is in its teaching. Research has its place, but it takes resources (including time) away from faculty. CLU must be clear in terms of expectations.
- I'm new to CLU (adjunct in the ADEP) and haven't spent much time on campus, as I teach in the evenings at another location. It's hard to make suggestions of recommendations when I know so little about what goes on/the history of CLU. I did work at Pepperdine for years (in a different capacity) and find myself making comparisons.
- With regard to the unmeasurable goals President Kimball mentioned: as a new adjunct, I feel I was well aware of the goals, Lutheran tradition, and academic expectations here.
- Clearly defined tenure procedures. Not just a "do your time, you'll be fine" culture.
- Commit to institutional excellence at all levels - academic and generational - student life, etc. Become known for quality. Hold people accountable at all levels.
- Focus on Veterans. There is and will continue to be a need for educating veterans. At this time vets and enlisted students have difficult time navigating their VA benefits and tuition assistance programs within the university.
- Is Kingsmen Shakespeare a revenue builder or does it drain our resources?