**STRATEGIC PLAN SURVEY RESULTS: EXECUTIVE SUMMARY FOR EXTERNAL GROUPS**

**RATIONALE & REPORT OVERVIEW**
As part of the strategic planning process, the Institutional Visibility committee recommended implementing a survey to determine if our strategic planning initiatives would resonate with Cornell constituencies. The survey was taken in December 2012 and January 2013 by the College’s chief constituencies, who were asked for their feedback and to prioritize our strategic goals.

There was a surprising level of agreement across groups. For example, faculty/staff, alumni and donors agreed that the most important strategic priority is to **strengthen the financial position of the college**. Every group surveyed agreed on the top three components of a liberal arts education: **Student-faculty interaction**, **Diverse experiences**, & **Experiential learning**. All of those groups also agreed on the top two essential outcomes: **Communication skills (oral, written, visual)** & **Problem-solving skills**. Every group viewed OCAAT as an important part of a Cornell College education, and the majority of both faculty/staff and current students reported feeling excited to be on campus. This report details results according to the overall strategic plan priorities and each of the five strategic themes.

**RESPONSE RATES**

<table>
<thead>
<tr>
<th>Constituent Group</th>
<th>Prospective student (PS)</th>
<th>Parent of prospective student (P)</th>
<th>Current student (S)</th>
<th>Faculty / Staff / Administrator (F/S)</th>
<th>Alumna/us (A)</th>
<th>Donor (D)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td># of respondents</td>
<td>46</td>
<td>17</td>
<td>365</td>
<td>178</td>
<td>617</td>
<td>66</td>
<td>1289</td>
</tr>
<tr>
<td># of invitations sent</td>
<td>Sent to 1500 prospective students</td>
<td>1180 enrolled</td>
<td>127 faculty + 193 staff</td>
<td>6000 who have given in the past 10 years</td>
<td>9000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Response rate</td>
<td>4.2%</td>
<td>31%</td>
<td>56%</td>
<td>11.4%</td>
<td>14.3%</td>
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</tbody>
</table>

**OVERALL STRATEGIC PRIORITIES**
Among **F/S**, **A**, and **D**, the greatest number of respondents gave a ranking of high importance to **Strengthening the financial position of the college**.
Other response options included: Reimagining the Liberal Arts Experience | Cultivating a shared responsibility for, and pride in, institutional excellence | Increasing institutional visibility | Enhancing a beautiful and well-purposed historic campus
REIMAGINING THE LIBERAL ARTS EXPERIENCE

PRIORITIES
Based on the College’s mission statement, F/S, A, and D all gave the highest ranking to:
Blend intensive study in the liberal arts with experiential learning to create a compelling and relevant learning environment
Other response options included: Enhance learning collaboration, and personal growth through the effective and creative use of information technology | Promote a dynamic campus culture that fosters inclusion and civic and social responsibility | Enhance a student-centered culture of learning and development | Enhance intentional opportunities for engaged student learning, service and leadership development through high impact practices.

ESSENTIAL COMPONENTS OF A LIBERAL ARTS EDUCATION
PS, P, S, F/S, A, and D all agreed on the top three: Student-faculty interaction, Diverse experiences, & Experiential learning
Other response options included: Intensive study | Collaborative learning | Co-curricular experiences that support the curriculum | Skill-building | Innovative use of technology

ESSENTIAL OUTCOMES OF A LIBERAL ARTS EDUCATION
PS, P, S, F/S, A, and D all agreed on the top two: Communication skills (oral, written, visual) & Problem-solving skills
Other response options included: Ability to work in a group | Personal code of ethics | Information literacy (effectively access/use information for a purpose) | Quantitative reasoning skills | Social responsibility | Intercultural awareness and competence | Leadership development | Civic engagement

OCAAT
Overall, survey respondents saw OCAAT as an important part of a Cornell College education.
81% of S gave OCAAT a ranking of 8 or higher (where 1 is not important and 10 is very important).
66% of F/S gave OCAAT a ranking of 8 or higher
75% of A gave OCAAT a ranking of 8 or higher
83% of D gave OCAAT a ranking of 8 or higher
87% of PS and 100% of P reported feeling comfortable with OCAAT.
**SHARED RESPONSIBILITY FOR AND PRIDE IN INSTITUTIONAL EXCELLENCE**

**EVENT ATTENDANCE**
93% of S and 85% of F/S reported having attended a student performance (such as an athletic competition, fine arts performance, student symposium, etc.) within the past year. S reported attending student organization events most often and F/S reported attending athletic events most often.

**WORKING AT CORNELL**
18% of F/S reported always feeling excited about going to work at Cornell; 55% reported usually feeling excited; 23% reported sometimes feeling excited; 4% reported rarely feeling excited about going; and 0% reported never feeling excited.

When asked to explain why they felt that way about going to work, faculty commented on positive working relationships with colleagues, autonomy in the classroom, and the beautiful campus setting. Staff commented on the collegial atmosphere and positive interactions with people on campus. Both faculty and staff commented on the ability to make a difference in the lives of engaged and motivated students who will change the world.

**CLASS AT CORNELL**
3% of S reported always feeling excited about going to class at Cornell; 51% reported usually feeling excited; 40% reported sometimes feeling excited; 5% reported rarely feeling excited; and 1% reported never feeling excited.

When asked to explain why they felt a certain level of excitement about going to class, students reported feeling excited by the subject matter or topic of a course, knowledgeable instructors, small class sizes, opportunities for discussion, and new challenges.
Increasing Institutional Visibility

Feeling Proud to Choose Cornell
49% of PS reported that receiving scholarships/aid would make them the most proud;
24% chose attending a top liberal arts school,
14% chose having a spot on an athletic team, and
10% chose the ability to participate in theatre and/or music.
3% gave other reasons.
67% of P said that their child attending a top liberal arts school would make them the most proud and 25% said that receiving a scholarship/aid would make them the most proud. 8% gave other reasons.

Benefits of a Cornell Education
Two highest ratings from constituent groups:
PS: Rich experiential learning & OCAAT/Affordable with quality results
P: Rich experiential learning & OCAAT
F/S: Liberal arts education & Rich experiential learning
S, A & D: OCAAT & Liberal arts education
Other options included: Ideal campus setting | Affordable with quality results | Engaged residential community

Getting the Most Out of College
When asked what they want to get out of college…
The majority of PS reported wanting to pursue academic interests and identify career interests.
The majority of P reported wanting their students to receive a broad, general education followed by preparation for grad school/professional school.
STRENGTHENING THE FINANCIAL POSITION OF THE COLLEGE

DONATING TO CORNELL
A & D reported being most likely to donate to the annual fund or to scholarships for students.

We asked A & D what motivates them to donate to Cornell, and they reported reasons including: feeling pride, affection, and gratitude for their Cornell education; having a desire to continue the Cornell experience for future generations; and feeling a need to repay the College.

GENERATING REVENUE
When asked what the College should prioritize first, F/S, A, and D rated Work to develop summer programs that use campus facilities (camps, conferences) over the other response options, which included:
Seeking support through foundation and external grant sponsorships | Expanding the summer term programs for current Cornell students

ENHANCING A BEAUTIFUL AND WELL-PURPOSED HISTORIC CAMPUS

PRIORITIZING RENOVATIONS
When asked what facilities should be renovated first...
S, A, & D ranked Residence halls the highest followed by the Commons, West Science, King Chapel, and Ash Park.
F/S ranked the Commons first, followed by Residence Halls, West Science, King Chapel, and Ash Park.
Nearly one third of S commented that residence halls and academic buildings should take precedence over updates to Ash Park.

QUESTIONS
For questions about this report, please contact Elizabeth Jach, Research Associate in the Office of Institutional Research & Assessment at ejach@cornellcollege.edu or at 319-895-4818.