

2025 Executive Summary Strategic Planning Survey Results

In Partnership with Laura Schanz Consulting Associates



Table of Contents

Table of Contents	2
Executive Summary	
Survey Administration Details & Timeline	3
Survey Participants & Stakeholders	4
Planning Process	5
Needs Analysis & Gap Assessment Survey Questionnaire	6
Survey Results Summary	7
Recognized Staff & Board Leadership	29
Contrasting Themes Across Responses	30
Five Strategic Buckets for Consideration	31
Closing Summary	32



Executive Summary

As part of the strategic planning process for the Millersville University Alumni Association (MUAA), this survey was developed and administered as a feedback tool to gather input, insights, and perspectives from Board Members. The purpose of the survey is to help identify areas of strength, opportunities for growth, and organizational priorities that will inform MUAA's three-year strategic plan.

This tool was designed to capture a wide range of experiences and viewpoints. Respondents were encouraged to provide candid feedback related to MUAA's operations, board culture, engagement strategies, governance, events, partnerships, and more. The responses reflect a strong commitment to Millersville University and a shared desire to see MUAA evolve in meaningful, mission-driven ways.

It is important to note that some feedback may appear to be in contrast with other responses. For example, some individuals view virtual meetings (e.g., Zoom) as impersonal or disengaging, while others cite virtual options as critical for accessibility and broader participation. These differences highlight the diversity of perspectives within the Board—and serve as a valuable reminder that a successful strategic plan must account for balance, flexibility, and thoughtful prioritization.

The insights shared in this report are intended to support honest dialogue, surface common themes, and guide the development of actionable goals that align with MUAA's purpose, values, and vision for the future.

Survey Administration Details & Timeline

Survey Type: Anonymous, Electronic (Google Form)

Survey Administrator: Laura Schanz Consulting Associates

Laura L. Schanz, Senior Consultant

Katie E. Williamson, Director of Client Services

Survey Administered: Monday, March 24, 2025

Survey Reminders: Friday, March 28, 2025, Tuesday, April 1, 2025, Friday, April 4, 2025

Survey Closed: Monday, April 14, 2025

Total Possible Responses: 27

Total Responses Received: 24

Engagement Rate: 89



Survey Participants & Stakeholders

- 1. Joshua Belice, Director of Alumni Engagement (Executive Committee)
- 2. Matt Olphin, President (Executive Committee)
- 3. **Derrick McCutchen**, President Elect (Executive Committee)
- 4. **David Shafer**, Treasurer (Executive Committee)
- 5. Quinn Benner, Board Member
- 6. **Jennifer Bertolet**, Board Member
- 7. **Julia Cao**, Board Member
- 8. **Lauren Dinse**, Board Member
- 9. Connor Gilbert, Board Member
- 10. Amy Hoffman, Board Member
- 11. Jackson Houston, Board Member
- 12. Lori Johnson-Negron, Board Member
- 13. **Joyce King**, Past President
- 14. Fred Kohm, Board Member
- 15. Shawn Mark, Board Member
- 16. **MaJuana Mayo**, Board Member
- 17. Eric McCracken, Board Member
- 18. **Taylor McTigue,** Office Staff
- 19. Mark Phillips, Board Member
- 20. Daniel Sidelnick, Board Member
- 21. Carroll "Butch" Staub, Board Member
- 22. Gracie Strawser, Board Member
- 23. **Rebecca Tassone**, Board Member
- 24. **Garland Thompson**, Board Member
- 25. Madison Whitcomb, Board Member
- 26. Cheryl Youtz, Board Member
- 27. John Held, Past President



Planning Process

Month	Phase	Details	
March	Introductory, Discovery &	 MUAA Alumni Board and or Executive Team Introductory Meeting – Virtual – 1.0-1.5 Hours Consultant and Board Member Pre-Meeting Introduction/Scope of Work Finalization – Virtual – 1.0 – 1.25 Hours 	
April	Diagnostic Phase	 Board Member and appropriate Constituency Group(s) Needs Assessment/Gap Analysis – Electronic Consultant and Board Member Executive Needs Assessment Debrief and Strategic Planning Session planning – Virtual – 1.0-1.25 Hours 	
May	Strategic Plan Development Phase	 April 26, 2025 Board Session – D-N-A Development + Strategic Initiatives Identification and Goal Setting and Action Planning – On Campus	
June		Planning Development of 3 Goals and Action Steps in each Strategic Initiative area	
Strategic Plan Delivery Phase		Written/Electronic Strategic Plan Delivery	
July 2025- July 2026	Strategic Plan Implementation Phase	To Be Determined	



Needs Analysis & Gap Assessment Survey Questionnaire

General Information

- 1. How long have you served on the MUAA Board?
- 2. In what ways have you been involved or volunteered with MUAA and/or Millersville University?
- 3. Why did you first get involved with MUAA?

Strategic Opportunities & Organizational Improvement

- 4. What should MUAA start doing that we are not doing now?
- 5. What should MUAA stop doing that is not working effectively or does not bring value to alumni, students, or the university?
- 6. What is MUAA currently doing that is working well and should be expanded or enhanced?
- 7. Is there anything innovative or new that you think MUAA should try that we have not done before?

Emerging Trends & External Considerations

- 8. Please share any insights or trends you believe could impact MUAA and its strategic direction in the following areas:
 - Alumni engagement and opportunities for ongoing connection How can MUAA support alumni in continuing to stay engaged with the university, whether through events, mentorship, or other programs?
 - Affinity Partnerships & Financial Growth What additional opportunities do you see for MUAA to generate financial support through partnerships with businesses and organizations (e.g., Farmers Insurance, PSECU, Liberty Mutual, Amazon Smile)?
 - o Higher education trends impacting alumni relations
 - o Networking and professional development for alumni
 - o Technology and digital engagement strategies
 - o Diversity, equity, inclusion, and belonging (DEIB) in alumni relations
 - o The broader economic, business, and nonprofit landscape
 - o Collaboration & Organizational Excellence

Resources, Support & Engagement

- 9. How can we work together to create an effective and impactful Alumni Association?
- 10. What resources, tools, or support from MUAA and Millersville University would help you, your fellow board members and alumni be more successful?
- 11. Would you be interested in serving on an ad hoc committee to help guide the MUAA strategic planning efforts?
- 12. What additional feedback, concerns, or ideas would you like to share?

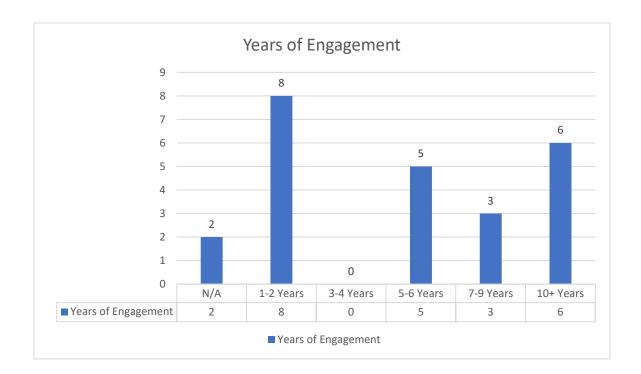


Survey Results Summary

#1. How long have you served on the MUAA Board?

Overall Themes & Highlights

Board tenure varies widely, with the largest group (8 respondents) having served 1–2 years, and a significant number (6) with 10+ years of service. This shows a blend of fresh perspectives and deep institutional knowledge. Interestingly, no respondents reported 3–4 years of service, which may reflect an opportunity to explore retention or engagement in that middle band of experience.





#2. In what ways have you been involved or volunteered with MUAA and/or Millersville University?

Overall Themes & Highlights:

Board Members have engaged in a broad array of volunteer activities, from committee leadership and Homecoming planning to mentoring students, guest lecturing, and speaking at Commencement. This diverse involvement demonstrates a deeply committed group with both breadth and depth of engagement.

Type of Involvement	Examples from Responses
Board & Leadership Roles	President, Treasurer, Secretary, Executive Committee, Committee Chairs (Finance, Technology, Nominations & Awards, Scholarship, Bylaws)
Committee Participation	Finance, Scholarship, Events & Engagement, Communications, Technology, Membership, Ad Hoc Committees
Event Volunteering	Homecoming (parade, alumni house, student tent), Open House, Specific Student Days, Get Acquainted Days, Graduation Support, Commencement, Mini-THON, Alumni House Events, Class Reunions
Alumni & Student Support	Mentoring programs, guest lectures, speaking in classes, panels, career fairs, networking events, SGA & student group advising, board buddy program
Philanthropy & Giving	Visionary Society, Golden Swan, scholarship sponsorship, athletic fundraising, One Day Give Donations, Sigma Tau Gamma Alumni Assoc.
Campus & Community Engagement	Attending athletic events, performing arts events, Ware Center programs, alumni networking events, MU After Hours events
Administrative/Operational Support	Thank you phone calls, alumni communications, fundraising initiatives, technology improvements, governance & bylaws work

Additional Noteworthy Observations:

- Strong representation from both long-standing board members and newer participants.
- Consistent volunteerism at Homecoming, admitted student events, and Commencement.
- Multiple respondents serve or have served in leadership roles beyond MUAA supporting athletics,
 Greek life, and academic programs.
- Engagement spans financial support, event participation, mentoring, and operational committee work showcasing well-rounded alumni involvement.



#3. Why did you first get involved with MUAA?

Overall Themes & Highlights:

Most respondents joined MUAA out of a deep sense of appreciation for Millersville University and a desire to give back. Some were encouraged by other alumni, while others found purpose in mentoring, service, or reconnecting during life transitions. The responses reflect strong emotional ties to MU and a shared commitment to sustaining its legacy.

Key Motivations & Themes:

Theme	Description	Sample Quotes
Desire to Give Back	appreciation for Millersville and a desire to return the support they received as	"I love Millersville and want to give back." "To give back to MU and show my appreciation for how MU fostered my success."
Love for Millersville	students, and even alumni parents of new	"I loved my time at MU." "My daughter enrolled at MU, and I wanted to reconnect."
Encouraged by Others / Recruited	invited or encouraged by peers, mentors,	"I got asked by a gentleman who had served on MUAA for a long time." "Steve Focht alerted me to the need for volunteers."
Transition Points in Life	Career shifts, retirement, or personal availability inspired involvement.	"I retired and had time to get involved." "My children were out of college so I could finally volunteer in person."
Alumni Engagement through Events & Committees	Some began by attending or supporting events, then grew into deeper involvement.	"There were opportunities to help at MU events, and I answered the call." "I was assigned to a committee, then joined the board."
Career or Institutional Affiliation	A few joined due to professional ties or positions at Millersville.	"Job at Millersville." "To serve as a representative of the Recent Graduate Council."
Commitment to Volunteerism	A strong personal ethic of service was a notable driver for some.	"Volunteerism is important to me." "I wanted to give back to students."

Additional Noteworthy Observations:

- Respondents overwhelmingly demonstrate a values-based connection to Millersville.
- Many were initially drawn in through informal or event-based opportunities, reinforcing the importance of touchpoints like Homecoming and committee involvement.
- Several participants mentioned mentorship or encouragement from existing MUAA leaders, highlighting the importance of personal outreach in recruiting future leaders.
- A few younger members joined through the Recent Graduate Council, reflecting intentional efforts to broaden engagement across generations.



#4. What should MUAA start doing that we are not doing now?

Overall Themes & Highlights:

Respondents called for strategic clarity, greater alumni outreach, and more inclusive volunteer opportunities. There's a desire for stronger board accountability, broader events, and a clear financial strategy. Key ideas included expanding regional/virtual engagement, formalizing fundraising efforts, and strengthening board leadership transparency.

Key Themes & Opportunities Identified by Respondents:

Theme	Summary of Feedback	Notes/Examples from Responses
Strategic Planning & Clarity of Purpose	Strong desire for MUAA to define its identity, mission, and strategic direction.	Develop a strategic plan for giving and spending; revisit by-laws, committee structure, and board size; clarify whether MUAA primarily serves alumni, students, or both.
Accountability & Expectations for Board Members	Increased accountability for engagement, preparation, participation, and prior volunteer involvement before joining the Board.	Clearer expectations for participation; enforce reviewing materials before meetings; foster more inclusive board discussions.
Revenue Generation & Financial Planning	Identify new income streams and create long-term financial plans for sustainability.	Affinity partnerships, fundraising strategy, structured spending plan, limits on annual expenditures based on returns.
Alumni Engagement Beyond Campus	Expand outreach and engagement outside of Lancaster/Homecoming; increase regional and virtual events.	Regional meetups, virtual reunions, online networking, and consistent event schedule throughout the year.
Student & Young Alumni Engagement	Build stronger connections with current students and recent graduates.	Mentoring, ambassador programs, keeping undergrads connected so they remain engaged post-graduation.
Volunteerism & Engagement Opportunities	Provide more accessible, flexible ways for alumni to engage beyond in-person events or board service.	Remote volunteer opportunities, committee participation beyond the Board, clearer pathways for involvement.
Events & Benefits for Alumni	Offer meaningful benefits to alumni that encourage connection and pride.	Alumni swag (stickers, magnets), discounts through partnerships, more networking opportunities.



Theme	Summary of Feedback	Notes/Examples from Responses
Governance & Election Processes	Increase transparency and inclusivity in Executive Committee nominations and elections.	Open nominations and elections for Executive Committee roles rather than closed, slate-based selections.
	Align with university advancement efforts for alumni outreach and philanthropy.	Engage alumni for giving efforts; leverage professional networks of board members for fundraising.
Operational Enhancements	committee alignment. Consider	Reduce board size; align committees more intentionally with current needs and strategy.

Additional Ideas & Suggestions

- More consistent alumni events people recognize and look forward to annually.
- Explore models from other PASSHE Alumni Associations.
- Expand affinity partnerships for financial gain.
- Provide clearer communication (tone, frequency, accessibility).
- Create mentorship roles for board members with students or new alumni.
- Raise minimum scholarship award amounts.
- Foster collaboration across alumni groups already active independently (athletics, Greek life, clubs).



#5. What should MUAA stop doing that is not working effectively or does not bring value to alumni, students, or the university?

Overall Themes & Highlights:

Board Members highlighted outdated traditions, non-functioning committees, and a need for greater accountability. Several mentioned the Executive Board election process as needing reform. Concerns about lack of follow-through, uneven engagement, and excessive board size were recurring themes.

Key Themes & Opportunities to Reassess

Theme	Summary of Feedback	Notes/Examples from Responses
Committees Without Clear Purpose or Impact	Multiple comments suggested re- evaluating or dissolving non-functioning committees, particularly Communications & Technology.	"The Communications & Technology Committee has floundered." "Some committees are non-functioning."
Rubber Stamp Executive Committee Elections	Strong feedback to stop the practice of closed, slate-based officer nominations and move to open, transparent elections.	"Rubber stamp officer elections limit new ideas." "Provide opportunities for others to serve as officers."
Lack of Accountability for Board Member Engagement	Concern over Board Members not fulfilling basic expectations without consequence. Desire for accountability or to stop making exceptions for inactivity.	"MUAA needs to hold Board members to the rules." "Entering involvement at the board level without prior engagement doesn't produce longevity or results."
Decisions Based Solely on Tradition or "How It's Always Been Done"	Desire to stop doing things out of habit or tradition without evaluating their current relevance or impact.	"Stop saying 'because that's the way it always has been.'"
Supporting Alumni Affinity Groups	hasn't yielded meaningful engagement	"MUAA should stop supporting alumni affinity groupsthey are a draw on resources."



Theme	Summary of Feedback	Notes/Examples from Responses
Excessive Board Size	Several respondents feel the current board size is too large for effective functioning. Recommendation to reduce size and empower committees.	"High functioning board is probably 12-15 people." "Consider reducing board size to those serious about doing work."
Fundraising Without Strategy	efforts without structure or clear financial	"MUAA needs a strategic plan for giving." "Stop haphazard approach to financial giving."
Merchandise Focus	Some see the focus on MUAA-branded merchandise as non-essential or ineffective.	"Less importance on merchandise like socks."
	Calls to stop brief meetings that lack indepth discussion, decision-making, and engagement.	"Too much time spent on perfunctory reports." "More in-depth conversations needed."
Overreliance on Zoom for Engagement	While useful during COVID, some feel Zoom meetings hinder connection and engagement, especially for board members at a distance.	"Zoom option is not conducive to involvement."

Additional Comments:

- Stop having co-chairs on committees.
- Sunset the "We Will" statements if not enforced.
- Disband or rethink the Technology Committee.
- Create more transparency in decision-making.
- Stop minimal or slow movement on key issues.
- Consider ending alumni affinity group support.
- Ensure Executive Committee meetings are accessible to the Board.



#6. What is MUAA currently doing that is working well and should be expanded or enhanced?

Overall Themes & Highlights:

Homecoming, scholarships, and events supported by the Alumni Engagement Office were frequently praised. Respondents appreciated the partnership with staff and recent improvements to board elections. There is enthusiasm for building on these successes with broader outreach and more alumni involvement.

Key Themes & Strengths Identified

Theme	Summary of Feedback	Notes/Examples from Responses
Events & Engagement Efforts	Homecoming was consistently mentioned as a well-executed event. There's a desire to expand events beyond Homecoming, increase regional events, and improve promotion and planning of alumni engagement activities.	"Homecoming has been well planned and successful." "More alumni events like happy hours and MU After Work." "Better funded events for students."
Strong Partnership with Alumni Engagement Office	Josh and the Alumni Office were repeatedly highlighted for their positive contributions, responsiveness, and partnership with the Board.	"Josh does a great job of helping MUAA." "New personnel genuinely appreciate volunteers."
Scholarship Support & Student Impact	MUAA's support of scholarships and recent financial gifts were seen as meaningful and worth expanding.	"Supporting students through scholarships." "MUAA committed a gift of \$200,000 to the University."
Board Diversity & Inclusion Efforts	The effort to diversify Board membership and include younger alumni has been noticed and should continue.	"Working to diversify the MUAA Board."



Theme	Summary of Feedback	Notes/Examples from Responses
Alumni Connection & Storytelling	Social media content was called out as fun and engaging, particularly nostalgic content that sparks connection among alumni.	"Social media engagement is good — like pond vs lake debates."
Professional Networking & Alumni-Student Connections	MUAA offers some opportunities for alumni to connect professionally and support students — several would like to see this expand.	"MUAA offers opportunities for alumni to connect professionally and support students."
Board Culture & Collaboration	Positive relationships within the Board and openness to new ideas were mentioned as strengths to build on.	"Members are dedicated, positive, and caring." "MUAA has been open to a lot of new ideas from the office."
Improved Nomination & Vetting Process	The Membership Committee's work vetting new Board candidates was seen as a recent improvement worth continuing.	"Enhancing the election process by expecting incumbents to highlight their work."

Opportunities to Expand or Enhance:

- Broaden alumni events regionally and virtually beyond Homecoming.
- More accessible and varied volunteer opportunities for alumni.
- Increased marketing and communication about events with earlier notice.
- Continue leveraging social media to foster alumni connection.
- Further student support beyond scholarships through mentoring, networking, and events.
- Continue Board development efforts clear expectations, diversity, participation, and celebrating contributions.



#7. Is there anything innovative or new that you think MUAA should try that we have not done before?

Overall Themes & Highlights:

Suggestions included creating an MUAA app, formalizing mentorship programs, hosting new spring events, and expanding affinity partnerships. Respondents also called for creative fundraising, alumni perks, and stronger digital engagement.

Key Themes & Suggestions for Innovation

Theme	Summary of Ideas	Examples from Responses
Stronger University Integration	Increase alignment and collaboration between MUAA and Millersville's academic departments, athletics, and administration to enhance value and visibility.	"Create partnerships between MUAA and departments like Athletics or Lombardo College of Business." "Board members could work directly with faculty to assess needs."
Digital Engagement & Technology Tools	Enhance MUAA's digital presence through social media, virtual communities, and tech tools like an app or messaging platforms for Board collaboration.	"Explore virtual communities." "Create a GroupMe or app for board communication." "Leverage social media and track alumni engagement with departments."
Expanded Events & New Annual Traditions	Introduce additional anchor events, particularly in the spring, or new experiences like retreats or day trips for alumni and Board members.	"Spring alumni event to complement Homecoming." "MU retreat to build board connection." "Day trips/overnight trips as fundraisers."
Alumni Services & Professional Development	Provide more career-related resources and networking opportunities for alumni, including mentoring and advancement tools.	"Support alumni in their professional and personal development." "Offer networking opportunities and career advancement support."
Monthly Communications & Alumni Calendar	Send a monthly calendar of campus and alumni events to keep graduates better informed and engaged.	"A calendar of 1–3 key events a year that brings people back." "Monthly event updates emailed to alumni."



Theme	Summary of Ideas	Examples from Responses
Expanded Volunteer Opportunities	Open up meaningful volunteer roles beyond the Board for broader alumni participation.	"We need to expand volunteer opportunities to alumni that are not Board members."
Incentives & Swag for Campus Visitors	Offer simple perks to alumni who return to campus — e.g., check-in stations or swag giveaways — to encourage engagement and pride.	"Create an alumni check-in station for free swag." "Give as much free stuff as financially feasible."
More Strategic Fundraising Ideas	Diversify fundraising efforts to include events, merchandise sales, and donation models tied to experiences.	"Event attendance fee where a portion supports scholarships." "Explore entrepreneurial fundraising."
Board & Meeting Structure Enhancements	Executive Committee transparency.	"Committee chairs meeting before Board meetings." "Encourage Executive Committee candidates to demonstrate qualifications."

Additional Noteworthy Observations:

- There's a strong desire to make MUAA more interactive, visible, and accessible—to both alumni and university partners.
- Many suggestions reflect an appetite for modern tools and digital innovation to foster connection and streamline communication.
- Respondents emphasized the importance of balancing tradition with new energy, including stronger programming, outreach, and fundraising models.



#8. Please share any insights or trends you believe could impact MUAA and its strategic direction in the following areas:

- o Alumni engagement and opportunities for ongoing connection
- o Affinity Partnerships & Financial Growth
- o Higher education trends impacting alumni relations
- o Networking and professional development for alumni
- Technology and digital engagement strategies
- o Diversity, equity, inclusion, and belonging (DEIB) in alumni relations
- o The broader economic, business, and nonprofit landscape
- o Collaboration & Organizational Excellence

Overall Themes & Highlights:

Respondents identified changing alumni expectations, the need for hybrid engagement options, and rising interest in professional development and affinity partnerships. DEIB was seen as both essential and complex, and the relationship with the university was highlighted as an area needing continued clarity and collaboration.

Alumni Engagement & Opportunities for Ongoing Connection

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Key Ideas	Feedback & Examples	
Mix of In-Person & Virtual Engagement	Balance traditional events with virtual options to connect alumni regardless of location.	
Earlier Alumni Involvement in Student Experience	Engage students before graduation to foster lifelong connection.	
Stronger Ties to Academic Departments	Create structured alumni involvement within academic programs, clubs, and athletics.	
Professional Mentoring Programs	Revamp and improve the existing mentorship program to ensure follow-through and active participation.	
Expand Volunteer Opportunities	Clearly communicate ways alumni can engage beyond financial giving — especially for those not on the Board.	
Revive Alumni Networking Events	Bring back company-based alumni networking events and regional engagement opportunities.	
Perks & Alumni Benefits	Offer ongoing benefits for alumni (discounts, swag, event incentives) to encourage pride and connection.	



Affinity Partnerships & Financial Growth Opportunities

Key Ideas	Feedback & Examples	
IPursue Corporate Partnerships	Explore partnerships with companies like Bank of America, AMBA, or travel companies for affinity programs.	
IIFVent-Based Flindraising	Consider ticketed events or trips where part of proceeds support scholarships or MUAA efforts.	
Explore Passive Giving Programs 1	Utilize Amazon Smile-like programs or encourage sponsorships from businesses with shared interests.	
Entrepreneurial Thinking	Consider more creative fundraising strategies beyond traditional donor appeals.	

Higher Education Trends Impacting Alumni Relations

Key Ideas	Feedback & Examples	
III)Ifficially Engaging Young Alumni	Changing engagement habits and the pandemic's impact make connection with recent grads more challenging.	
INeed for ROI in Alumni Giving	Alumni want to see clear impact and value before contributing financially.	
	Alumni expect services like networking, resume review, LinkedIn help, and career coaching from associations.	

Networking & Professional Development

Key Ideas	Feedback & Examples	
Career Services Partnerships	Collaborate with Career Services to support alumni job-seeking and professional development.	
Alumni-Student Networking	Expand opportunities for alumni to speak in classes, mentor students, or attend career fairs.	



Technology & Digital Engagement Strategies

Key Ideas	Feedback & Examples	
Stronger Social Media Strategy	Use "snackable" content vs. long emails; leverage polls, contests, interactive posts.	
Digital Communities & Platforms	Explore virtual communities, improved alumni directories, or apps for engagement.	
	Monthly event calendars, simplified emails, and stronger digital presence recommended.	

Diversity, Equity, Inclusion & Belonging (DEIB)

Key Ideas	Feedback & Examples	
	Some noted the current political climate requires care in messaging; however, inclusion should remain a priority.	
Support All Alumni Communities	Create inclusive spaces for alumni from diverse backgrounds to connect authentically.	

Broader Economic, Business & Nonprofit Trends

Key Ideas	Feedback & Examples	
Economic Pressures Impact Giving	Alumni may be more selective in giving due to economic uncertainty.	
Declining University Enrollment	A smaller student body impacts future alumni engagement and giving potential.	
Volunteer Trends	Less time and willingness from volunteers requires MUAA to offer clear, focused opportunities.	



Collaboration & Organizational Excellence

Key Ideas	Feedback & Examples	
Strengthen MUAA-University Partnership	MUAA and Advancement must align more closely for success.	
Benchmark Best Practices	Research other PASSHE and national alumni associations for ideas.	
Improve Internal Communication & Transparency	Encourage stronger collaboration across committees and within the Board.	



#9. How can we work together to create an effective and impactful Alumni Association?

Overall Themes & Highlights:

Building a culture of accountability, clarity, and collaboration was a top theme. Respondents want clearer roles, more connected board relationships, and a stronger sense of purpose aligned with alumni needs.

Key Themes & Recommendations

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Theme	Summary of Feedback	Sample Insights	
Foster a Culture of Accountability & Active Participation	Board members should be held to clear expectations for participation, preparation, and follow-through. Avoid "honorary" or disengaged roles.	"We need Board members who have the time to serve and that are dedicated to volunteering." "Hold all members accountable for fulfilling their stated expectations."	
Enhance Board Culture & Connection	Build stronger relationships within the Board to improve trust, camaraderie, and collaboration.	"Spend time before/after meetings for members to interact." "Encourage camaraderie and connection among board members."	
Expand Opportunities for Involvement	Provide more ways for both board members and alumni at large to engage—especially those not currently serving on committees or the board.	"Increase opportunities for non-board members to participate." "Expand hybrid events."	
Improve Meeting Structure & Communication	Meetings should be more strategic, streamlined, and accessible—with space for meaningful discussion and clarity in roles, plans, and decisionmaking.	"Role clarity and full disclosure." "Dialogue in meetings often gets bogged down—needs better facilitation or prep."	



Theme	Summary of Feedback	Sample Insights
Strengthen Strategic Planning & Direction	Develop shared priorities and strategic focus to guide how MUAA works and evolves.	"We need to come together to decide what is important to us." "Develop our priorities and change how we work."
Create a Welcoming, Inclusive Environment	Embrace new ideas, engage alumni of all decades and backgrounds, and ensure DEIB remains a visible value.	"Allow new, fresh ideas—don't cater to just one decade." "Engage everyone, not just for fundraising."
Listen to & Reflect Alumni Voice	Engage alumni through surveys, outreach, and feedback mechanisms to understand their interests and needs.	"Ask alumni what they want." "Dig into why they aren't engaged and meet them where they are."
Improve Transparency & Board Governance	Build greater trust between the Executive Committee and the full Board through open processes and shared decision-making.	"There needs to be more of a partnership between the Board and the Executive Committee." "The Executive seems to work in secret."
Clarify Mission, Vision, and Role Alignment with University	Ensure MUAA's direction is clear and aligned with university goals and values.	"Through a clear mission and vision alongside the partnership of the university."

Additional Suggestions:

- Rotate leadership more equitably and transparently.
- Keep former board members involved through special volunteer roles.
- Utilize diverse communication channels for broader alumni access (beyond social media).
- Consider more frequent Board meetings or check-ins.
- Collect and track committee and engagement data to monitor progress.



#10. What resources, tools, or support from MUAA would help you, your fellow board members and alumni be more successful?

Overall Themes & Highlights:

Key requests included clearer responsibilities, simplified tech tools, centralized documentation, and more frequent meetings. Support for the Alumni Office staff and benchmarking with other alumni associations were also emphasized.

Key Themes & Suggestions from Respondents

Theme	Summary of Feedback	Sample Ideas & Comments
Clear Roles, Responsibilities & Accountability	Board members want defined roles, expectations, and accountability measures to ensure active engagement and follow-through.	"Set responsibilities in place so nothing falls through the cracks." "Bylaws should be enforced regarding attendance and participation."
Strategic Plan & Vision	Strong desire for a long-term plan that outlines MUAA's goals and direction.	"A vision and plan for the next several years with SMART goals."
Improved Communication & Collaboration Tools	Mixed feedback about Microsoft Teams and OneNote; many find them confusing and difficult to navigate. Suggestions to simplify communications and consider casual communication tools like GroupMe.	"Provide reminders or tutorials on how to use Teams/OneNote." "Consider a GroupMe chat for quick, casual communication."
Centralized, Accessible Documentation	Need for a repository of resources, history, and decisions that is easily navigable by all Board members — especially as leadership changes over time.	"Having centralized and easily accessible documentation would be helpful."
Technology Enhancements	Board members want MUAA to leverage better tools for communication, file sharing, event planning, and engagement.	"Better technology enhancement overall."
University Support & Staff Capacity	Recognition that MUAA relies on the Alumni Engagement staff (Josh & Taylor), with desire to ensure adequate university support for these roles.	"Do whatever needs to be done to keep them happy!"



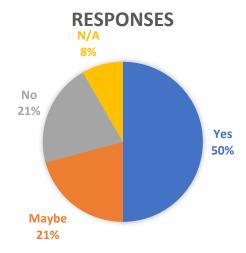
Theme	Summary of Feedback	Sample Ideas & Comments
Board & Committee Structure Improvements	Reduce Board size, increase committee engagement, assign Executive Board members to specific committees for closer collaboration.	"Smaller Board would provide clearer ownership." "E-Board members should not be Committee Chairs."
Learning from Other Alumni Associations	Interest in benchmarking best practices from other PA state schools or peer institutions.	"Would love to know what other PASSHE alumni boards are doing."
More Frequent Board Meetings	Consider increasing the number of Board meetings each year to maintain momentum and get work done.	"Meeting more often — maybe 6 times a year."
Volunteer Recruitment & Alumni Engagement	Expand the volunteer pool beyond current Board members to prevent burnout and cultivate future leaders.	"More volunteers to prevent burnout and foster future Board members."
Better Connection Tools for Alumni & Students	Tools or systems for alumni and students to easily connect for mentorship or advice.	"Hotline or email for current students to reach alumni."
Simplified Communication Options	Frustration over the reliance on MU.edu email addresses; suggestion to allow regular email communication for most Board-related business.	"Why can't we just use regular email except for confidential information?"

Additional Noteworthy Observations:

- There is a strong desire for clarity, simplicity, and user-friendly tools to support the work of the Board.
- Many recognize the heavy lift of the Alumni Engagement staff and want to ensure MUAA has sufficient resources to support its goals.
- Improving structure, communication, and volunteer engagement are seen as critical to MUAA's future success.



#11. Would you be interested in serving on an ad hoc committee to help guide the MUAA strategic planning efforts?





#12. What additional feedback, concerns, or ideas would you like to share?

Overall Themes & Highlights:

Respondents emphasized transparency, trust, and professionalism as areas for improvement. Strategic planning was widely welcomed, and several noted the need to rebuild MUAA's identity and autonomy in partnership with university leadership.

Key Themes & Reflections from Respondents

Theme	Summary of Feedback	Sample Comments
Transparency & Trust	Concerns about lack of transparency in operations, decision-making, and the relationship between MUAA and the Development Office. Desire for clearer communication and structure.	"Transparency about what we do and how we do it needs to improve." "It seems like Development wants to control the MUAA."
Strategic Planning as a Path Forward	Broad support for the current strategic planning effort and hope it will drive change and renewal for MUAA.	"I love that we are doing this strategic planning process." "We need a plan to make it happen!"
Leadership Elections & Governance	Calls to reform the executive board election process to ensure fairness, open participation, and alignment with bylaws.	"Votes should determine who is president." "Two past presidents told me they had no intention of following the bylaws."
Culture, Professionalism & Engagement	A few shared concerns about declining commitment, preparation, and engagement at meetings. Suggestions to restore professionalism and culture of service.	"There's been a decline in preparedness and engagement." "Business casual attire would help reset the tone of our meetings."
Board Function & Self-Sufficiency	Emphasis on creating a leaner, more agile, and effective Board that is empowered and accountable.	"The board needs to be more self- sufficient." "MUAA needs to become more lean, agile, and focused."



Theme	Summary of Feedback	Sample Comments
Benchmarking & External Collaboration	Suggest exploring partnerships with other PASSHE alumni associations to share ideas and strategies.	"Engage leadership at other PASSHE alumni associations."
Gratitude &	work being done and optimism for the	"I've enjoyed my time on the Board." "We are all Marauders — here to remind each other what that means."

Additional Noteworthy Observations:

- There is clear appreciation for the opportunity to provide input, alongside a deep desire for MUAA to reset and realign with purpose.
- Respondents value transparency, accountability, and professionalism—and recognize the importance of rebuilding culture, systems, and trust.
- Strategic planning is widely seen as a turning point, but its success will depend on ongoing follow-through, leadership integrity, and Board-wide engagement.



Recognized Staff & Board Leadership

As part of the feedback gathered, several current leaders and staff members were highlighted by name for their dedication, responsiveness, and positive impact. These mentions reflect appreciation for strong partnerships and leadership within the MUAA community.

Josh Belice - Director of Alumni Engagement

Recognized consistently for his leadership, responsiveness, and ability to move MUAA forward with clarity and energy.

- "Josh does a great job of helping MUAA."
- "Josh and Taylor are doing an EXCELLENT job of connecting with alumni..."

Taylor McTigue - Office Staff

Appreciated for their support alongside Josh and recognized as a key part of MUAA's current momentum.

"...the office and MUAA are set up for great success in the future."

Steve Focht - Former Board Member

Credited by one respondent for encouraging their involvement on the board.

"Steve Focht alerted me to the need for alumni board member volunteers."



Contrasting Themes Across Responses

1. Zoom Meetings & Virtual Participation

- a. Some respondents felt Zoom and virtual meetings hinder engagement, connection, and board cohesion.
- b. Others emphasized the value of virtual options for accessibility and participation—especially for those outside the Lancaster area or with scheduling constraints.

2. Executive Board (EBoard) Structure & Election Process

- a. Several respondents expressed concern about transparency and inclusivity in how the Executive Board is selected—advocating for open elections and rotation of leadership.
- b. Others did not raise concerns, and some referenced current or recent improvements to the process, indicating divergent perceptions of fairness and function.

3. DEIB (Diversity, Equity, Inclusion, and Belonging)

- a. Some voiced strong support for continuing or expanding DEIB-related efforts, seeing inclusion as central to MUAA's values and future.
- b. Others cautioned that DEIB has become politicized, urging care in how it's framed and presented within the organization.

4. Committee Effectiveness

- a. Some respondents said certain committees (e.g., Communications & Technology) are no longer functioning effectively and should be disbanded or restructured.
- b. Others noted committee work as a strength, praising recent collaboration or suggesting expansion of committee involvement to non-board members.

5. Board Size

- a. Several individuals advocated for a smaller, more agile board, arguing that a leaner structure would promote accountability and effectiveness.
- b. Others emphasized the importance of broad alumni representation, suggesting the need for more volunteers and increased committee participation instead of limiting board size.

6. Professionalism & Culture

- A few respondents raised concerns about a perceived decline in board culture, professionalism, and preparation—citing examples such as meeting attire and lack of engagement.
- b. Conversely, many respondents expressed gratitude and pride in serving on the Board and recognized a strong sense of dedication and goodwill among members.

7. Alumni Engagement & Event Strategy

- a. Some feedback focused on traditional, in-person events (e.g., Homecoming) and strengthening what's already working.
- b. Others called for more innovation—suggesting virtual communities, regional meetups, or more entrepreneurial approaches to alumni connection.



Five Strategic Buckets for Consideration

1. Purpose & Identity

Focus: Define MUAA's core mission, role, and value to alumni, students, and the university.

- Align on whether MUAA primarily serves alumni, students, or both and how.
- Clarify the association's long-term vision, unique value proposition, and D-N-A.
- Reaffirm or revise MUAA's mission statement and "We Will" commitments.

2. Governance & Board Engagement

Focus: Strengthen board structure, accountability, leadership processes, and culture.

- Review and enforce bylaws, participation expectations, and committee roles.
- Increase transparency in Executive Board (EBoard) elections and decision-making.
- Build a culture of accountability, preparation, and inclusive leadership.

3. Alumni Engagement & Experience

Focus: Expand and diversify the ways alumni connect with MU and each other.

- Create more regional, virtual, and interest-based engagement opportunities.
- Strengthen alumni-student relationships (mentorships, guest speakers, panels).
- Revitalize existing traditions (e.g., Homecoming) and add new experiences.

4. Operational Infrastructure & Communications

Focus: Improve internal systems, tools, and communication to support better collaboration and effectiveness.

- Simplify tech platforms (Teams, OneNote), and provide training where needed.
- Centralize and preserve institutional knowledge and decision history.
- Streamline internal communication and clarify channels for updates, discussions, and documents.

5. Financial Sustainability & Partnerships

Focus: Build a long-term financial model that supports MUAA's goals.

- Explore and formalize affinity partnerships, sponsorships, and creative revenue strategies.
- Develop a giving strategy aligned with MUAA's mission and priorities.
- Advocate for and sustain university support for Alumni Engagement staffing.



Closing Summary

As this discovery and feedback phase concludes, it's clear that the Millersville University Alumni Association stands at a meaningful crossroads — one that calls for reflection, realignment, and renewed energy. Board members have generously shared their time, ideas, concerns, and hopes for what MUAA can become, offering insight into where the organization is thriving and where it has room to grow.

This feedback reaffirms that the Alumni Association holds a unique and powerful position within the university community. It is both a symbol of Millersville's legacy and a critical driver of its continued success. This dual responsibility — stewarding Millersville's proud history while preparing it for the future — is what makes MUAA both symbolically meaningful and strategically

essential. MUAA is, in many ways, the university's living memory. But it is also one of its most critical engines for connection, advocacy, and growth.

To fulfill this role, MUAA must build a bridge — between tradition and innovation, legacy and leadership, memory and mission. That bridge will be shaped by the choices made through this strategic planning process.

Based on board input and recurring themes from this survey, five potential strategic focus areas ("buckets") have emerged for consideration:

"We are all Marauders
— and we are here to
remind our alumni,
friends, and each
other what that
means, and what we
can accomplish when
we work together on
behalf of Millersville."

- 1. **Purpose & Identity** Clarify MUAA's mission, value, and role within the university ecosystem.
- 2. **Governance & Board Engagement** Strengthen structure, leadership, accountability, and board culture.
- 3. **Alumni Engagement & Experience** Expand the ways alumni connect with each other, the university, and current students.
- 4. **Operational Infrastructure & Communications** Enhance internal tools, communication practices, and institutional knowledge.
- 5. **Financial Sustainability & Partnerships** Develop creative, mission-aligned approaches to fundraising and long-term financial health.

As MUAA prepares for its next chapter, these strategic themes offer a foundation for honest conversation, practical prioritization, and collective movement forward. With clarity, collaboration, and a deep commitment to Millersville's mission, MUAA is well-positioned to remain a strong, inclusive, and impactful partner in the life of the university — both now and for generations to come.