



MUAA Strategic Planning Committee

In Partnership With

LAURA SCHANZ
CONSULTING ASSOCIATES, LLC

Laura L. Schanz, President, Senior Consultant & Facilitator
Katie E. Williamson, Senior Director of Client Services & Business Development

“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.”

-Anonymous MUAA Stakeholder

Agenda

Monday, June 23, 2025 from 5:30-7:30 PM

I. Welcome

II. Discussion Items:

- Finalize MUAA D-N-A Draft
- Finalize MUAA Value Proposition Draft
- Identify/Finalize 3 Year Strategic Initiative Themes
- Identify/Finalize 3 Year Strategic Initiative Goals/Owners in alignment with Strategic Initiative Themes

III. Open Forum

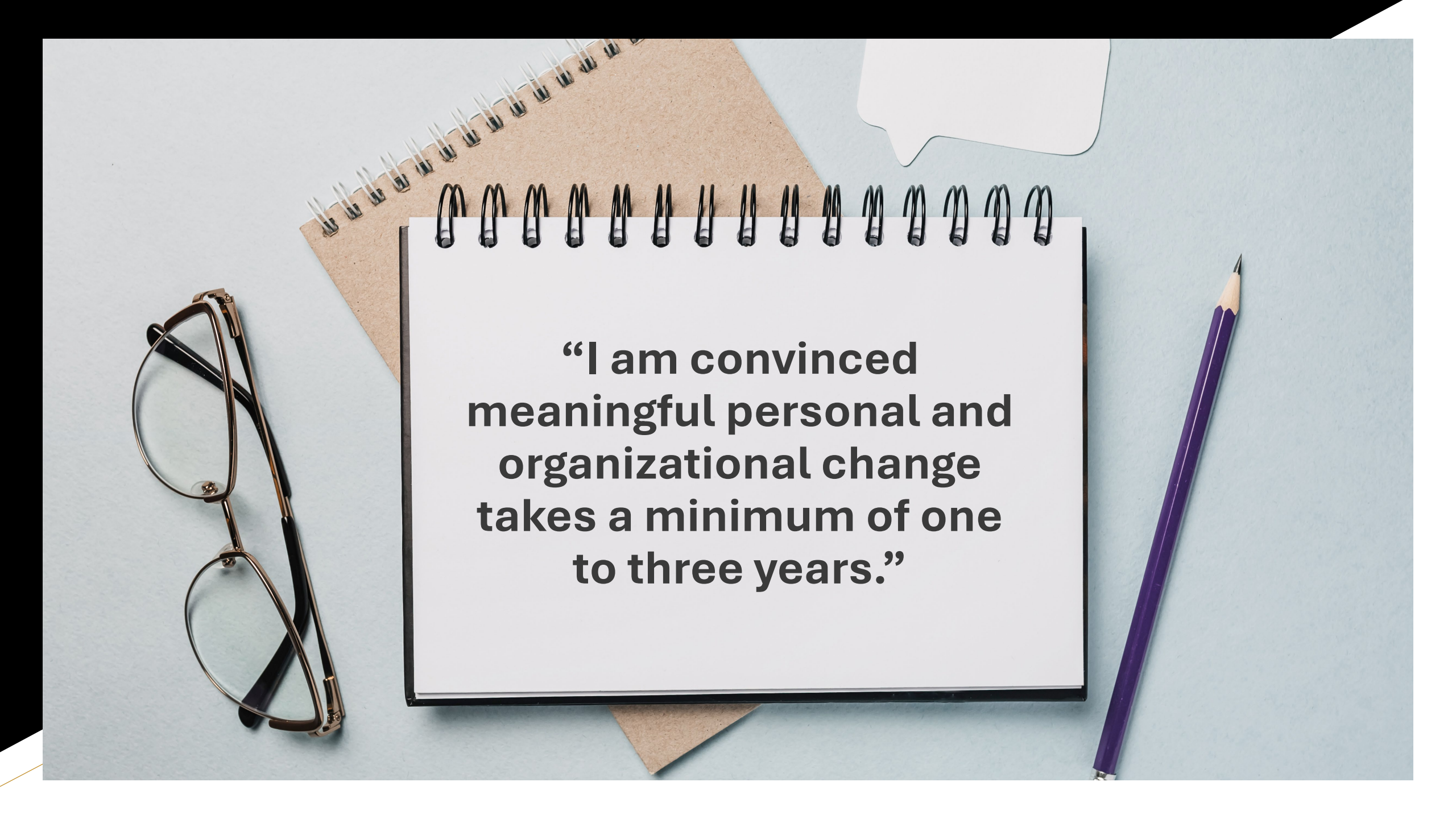
IV. Next Steps & Action Plan

V. Bumper Stickers

VI. Adjournment

Strategic Planning Committee Participants

1. Amy Hoffman
2. Cheryl Youtz
3. Dave Shafer
4. Derrick McCutchen
5. Eric McCracken
6. Jennifer Bertolet
7. Josh Belice
8. Julia Cao
9. MaJuana Mayo
10. Shawn Mark

A top-down view of a desk setup. In the center is a spiral-bound notebook with a white page displaying a quote. To the left of the notebook is a pair of gold-rimmed glasses. To the right is a purple pencil. The notebook is placed on a light blue surface, with a brown cardboard piece and a white speech bubble sticker visible in the background.

**“I am convinced
meaningful personal and
organizational change
takes a minimum of one
to three years.”**



Purpose & Process

2025

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Purpose, Objectives & Deliverables

The emphasis of this partnership is to facilitate the creation and delivery of a robust 3-5 Year Strategic Plan for the Millersville University Alumni Association (MUAA) by June 30, 2025. This engagement will also help define MUAA's Organizational D-N-A and ensure a sustainable future by focusing on:

- ❖ **Refining Our Purpose** – Identifying MUAA's Value Proposition and Organizational D-N-A
- ❖ **Resetting Our Plan** – Establishing a clear roadmap for Fiscal Years 2026-2028
- ❖ **Reenergizing MUAA** – Ensuring long-term sustainability through strategic alignment and enhanced engagement

Appropriate MUAA Board Members and Constituency Groups will be engaged throughout the process to ensure alignment with the association's mission, vision, and strategic priorities. Deliverables include:

- *Written MUAA Organizational D-N-A and Value Proposition*
- *Written 3 Year Strategic Plan*
- *Discovery & Analysis Electronic Survey Administration, Processing & Results*



Board & Stakeholder Survey Activity Outcomes 2025

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Board & Stakeholder Survey Activity Outcomes

Resonated	Surprised	Questions to Answer
<ul style="list-style-type: none">• High Response Rate = care/commitment to make change• Wide range of years/service• Many were in alignment• Issues w/Executive Committee Nominations• Open and free elections for executive committee• Communication• Guidelines for giving	<ul style="list-style-type: none">• Losing members w/few years of service• Comments on Board size (reduce)• Pleasantly surprised by the engagement (level)• Board size	<ul style="list-style-type: none">• Do we re-evaluate Committees and their roles?• Why isn't a majority of work done in committees?• Why are we structured the way we are?• What is the role of the Development Office w/MUAA?• Purpose and enforcement of the "We Will" statement.• How can we embed more time for conversation and engagement• How to improve Executive Committee elections?

“Never doubt that a small group of thoughtful committed citizens can change the world; indeed, it is the only thing that ever has.”

- Margaret Mead



Exploration of Strategic Themes 2025

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#1. Refining Our Purpose


Identifying MUAA's Value Proposition & Organizational D-N-A


#2. Resetting Our Plan

Establishing a clear roadmap for Fiscal Years 2026-2028

#3. Reenergizing MUAA

*Ensuring long-term sustainability through strategic alignment
and enhanced engagement*



A top-down view of a minimalist desk. In the top right corner, a portion of a white keyboard is visible. Next to it is a small green plant with delicate leaves. Below the keyboard is a spiral-bound notebook with lined pages and a light green pen with a gold-colored tip and clip. The background is a plain, light-colored surface.

#1. REFINE MUAA'S PURPOSE

What is culture?



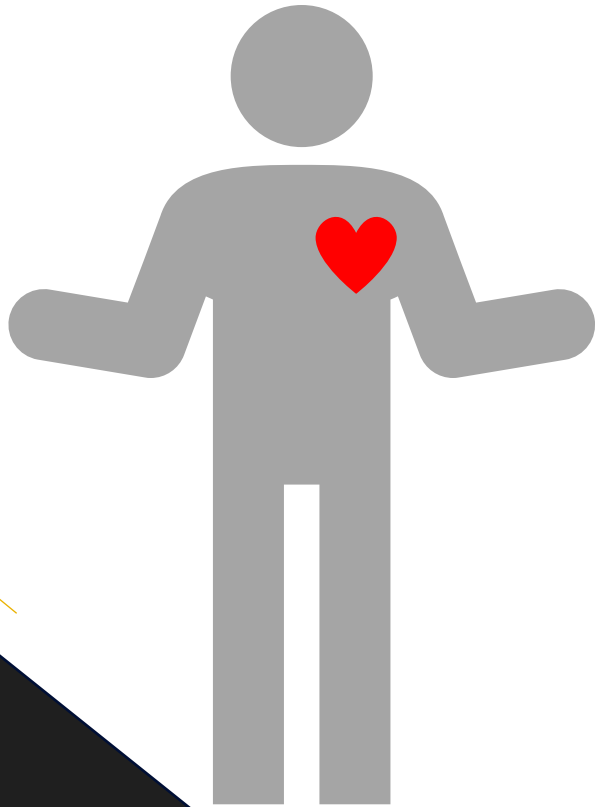
*Culture is the
environment
we create as a result
of our behavior.*

The Code Purpose

The Code Model Creates
Organizational Framework
At The Individual,
Team and Company Level

Decisions
eNergy
Actions

Organizational D-N-A Definition & Outcomes

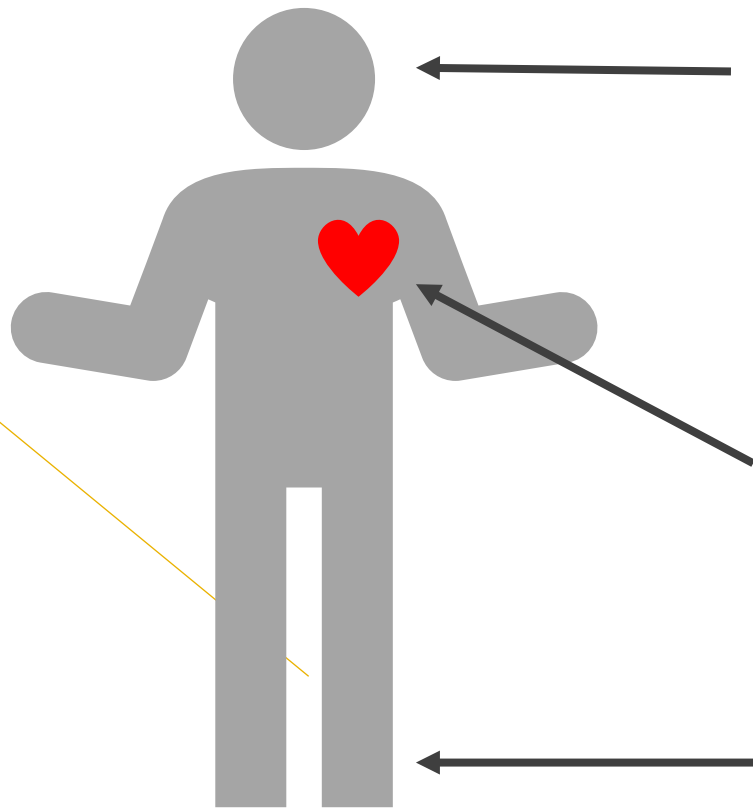


Decisions
eNergy
Actions

Organizational D-N-A
Creates **Decision** Making
& **Behavioral** Boundaries

Organizational D-N-A

Definition & Outcomes Continued...



Decisions | MIND

What Pinciples

Direct Our Thoughts



eNergy | Our “WHY”

What We Are Passionate About



Actions | BODY

What We “Do Unto Others”



Organizational D-N-A
Creates Decision Making
& Behavioral Boundaries

Sample Organizational D-N-A

Our Decisions

What Principles

Direct Our Thoughts

Willingness

Initiative

Integrity

Faith

Focus on Others

Our eNergy

What We Are

Passionate About

Encouraging,

Influencing and

Inspiring

Our Actions

What We

Do “Unto Others”

We will:

- Act with Integrity
- Serve with Grace and Humility
- Live with Passion and Gratitude
- Create Connections, Energy & Fun
- Seek and Embrace Diversity

Decisions
eNergy
Actions

Value Proposition Definition & Outcomes



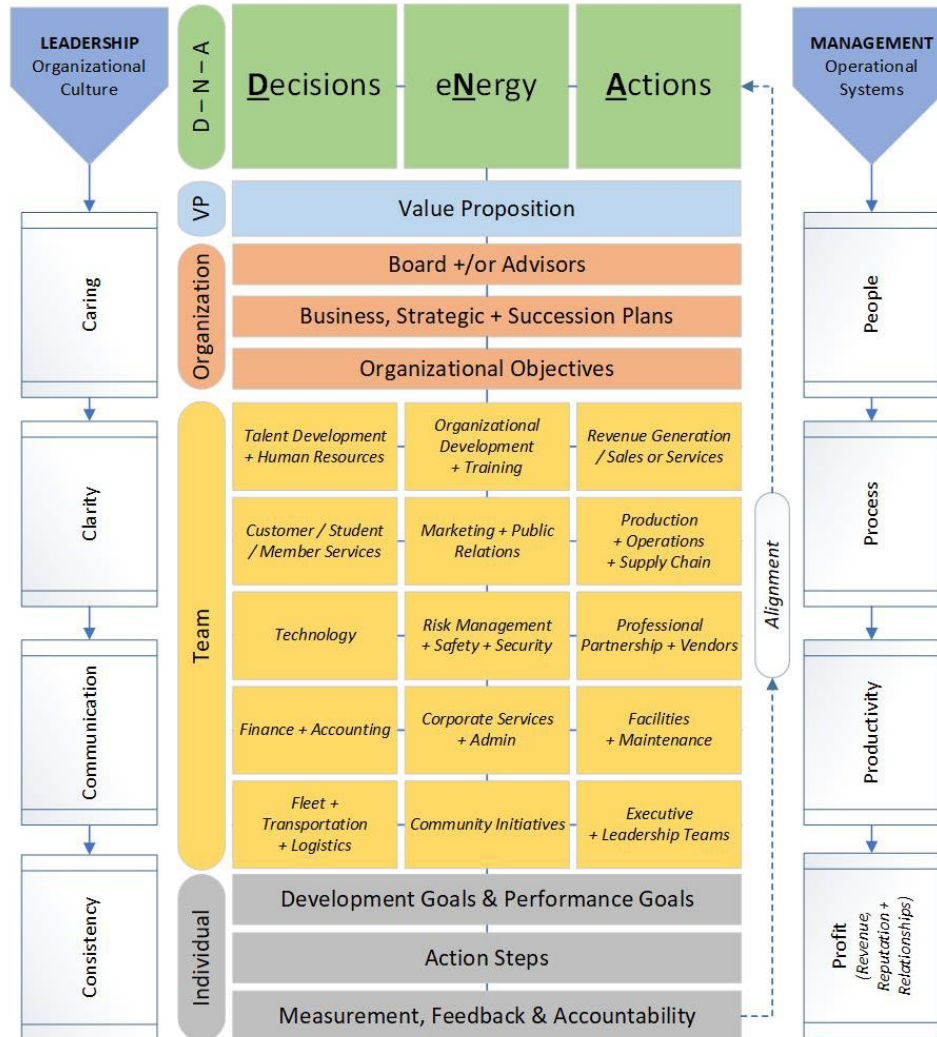
Value Proposition =
Our Expertise Resulting
in Revenue Generation
Activity

Sample Value Proposition

We Help People Grow
and Organizations Grow

The Code

Unlocking Your Organizational D-N-A



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The Code: Unlocking Your Organizational D-N-A

Organizational Development Model

Millersville University Alumni Association



Our D-N-A & Value Proposition

Our Decisions

What Principles Direct Our Thoughts

- ❖ _____
- ❖ _____
- ❖ _____
- ❖ _____
- ❖ _____

Our eNergy

What We Are Passionate About

- ❖ _____

Our Actions

What We “Do Unto Others”

We Will:

- ❖ _____
- ❖ _____
- ❖ _____
- ❖ _____
- ❖ _____

Our Value Proposition

- ❖ _____

Decisions – eNergy – Action

Drafted Principles to Consider

1.Integrity

2.Service

3.Commitment

4.Inclusivity

5.Collaboration

6.Respect

7.Stewardship

8.Adaptability

9.Honor / Pride

DRAFT

Decisions – eNergy – Action Drafted Statement to Consider

1. We are passionate about impacting and influencing the quality of life of others.
- ~~2. We are passionate about Building Belonging, Creating Lifelong Connections & Serving Others~~
- ~~3. We are passionate about Strengthening Community, Inspiring Engagement & Fueling the Future~~
- ~~4. We are passionate about Honoring Tradition, Embracing Innovation & Leading with Purpose~~

DRAFT

Decisions – eNergy – Action

Drafted “We Will” Statements to Consider

1. Honor Millersville’s legacy and embrace new ideas
2. Communicate openly and act with integrity
3. Support students and the MU community with pride
4. Celebrate diversity and build belonging
5. Steward resources wisely and plan for the future
6. Listen, learn, and lead together
7. Actively be engaged in giving and service (to MUAA)

~~All Other – Engage alumni beyond events / Create opportunities to give back, mentor, and lead /
Collaborate across all roles and committees / Pursue partnerships that strengthen MUAA~~

DRAFT

Value Proposition

Drafted Statement to Consider

MUAA exists to honor tradition, build belonging, and create lifelong connections that serves the Millersville University Community.

~~1. To Connect Our Past with a Purposeful Future~~

~~MUAA exists to honor tradition, build belonging, and create lifelong connections that serve Students, Alumni and the University.~~

~~2. To Serve With Pride, Lead With Heart, and Engage With Intention~~

~~We are energized by our legacy and committed to shaping meaningful alumni experiences rooted in service, integrity, and innovation.~~

~~3. To Be the Bridge Between Millersville and Its Alumni~~

~~We strengthen the Marauder community by building pathways for involvement, leadership, and shared celebration—across generations.~~

DRAFT

A top-down view of a workspace. In the top right corner, a portion of a white keyboard is visible. Next to it is a small potted plant with green, elongated leaves. Below the keyboard and plant, a light green pen with a gold-colored tip and clip lies horizontally. To the right of the pen is a spiral-bound notebook with lined pages. The entire scene is set against a plain, light-colored background.

#2. RESET MUAA'S PLAN

(For Consideration)

Five Strategic Themes from Survey Findings

1. **Purpose & Identity**

1. Clarify MUAA's mission, value, and role within the university ecosystem.

2. **Governance & Board Engagement**

1. Strengthen structure, leadership, accountability, and board culture.

3. **Alumni Engagement & Experience**


1. Expand the ways alumni connect with each other, the university, and current students.

4. **Operational Infrastructure & Communications**

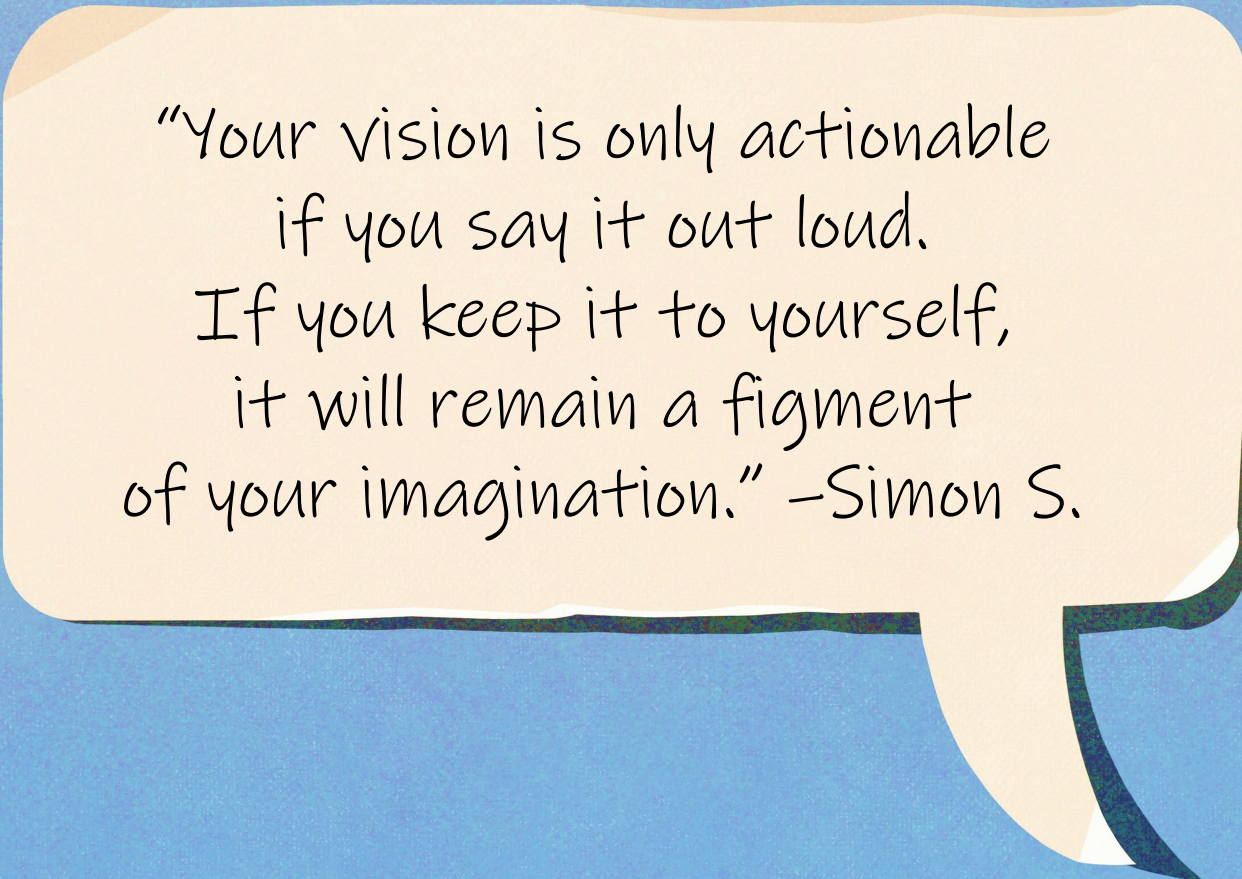
1. Enhance internal tools, communication practices, and institutional knowledge.

5. **Financial Sustainability & Partnerships**

1. Develop creative, mission-aligned approaches to fundraising and long-term financial health.

A top-down view of a workspace. In the top right corner, there is a white keyboard with Cyrillic characters and a small green plant with delicate leaves. Below the keyboard is a spiral-bound notebook with lined pages and a light green pen with a gold-colored tip and clip. The background is a plain, light-colored surface.

#3. REENERGEIZE MUAA'S PATH FORWARD



"Your vision is only actionable
if you say it out loud.
If you keep it to yourself,
it will remain a figment
of your imagination." -Simon S.


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Action Items & Next Steps

1. Katie to share a follow up email with Strategic Committee from today's session.
2. Katie to share a brief follow up email with entire Board confirming #1) Strategic Committee met #2) June 23 date of Strategic Planning Committee as a next step and #3) Confirming a Strategic Planning Committee Member will begin communicating updates to the Board
3. Strategic Committee Meet for Final Meeting with LSCA on Monday, June 23 from 5:30-7:30 PM

Bumper Stickers





Thank you,
for your Partnership!
2025

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The 12 Tenets of Developing a Leadership Mindset

- 1) Employ the 4 Cs of Leadership –
Caring, Clarity, Communication and Consistency
- 2) Trust and Caring are the
Foundation of *All* Relationships
- 3) Cultivate Both/And Thinking
- 4) Meet People Where They Are
- 5) Start with and Always Share the Why
- 6) Get Comfortable Being Uncomfortable
- 7) Seek and Provide Clarity
- 8) Set and Manage Expectations
- 9) Utilize Fact-Based Decision Making
- 10) Validate and Ground Assessments
- 11) Find Common Ground and Shared Passion
- 12) Coach Behavior and Manage Performance



Consultant Information

2025

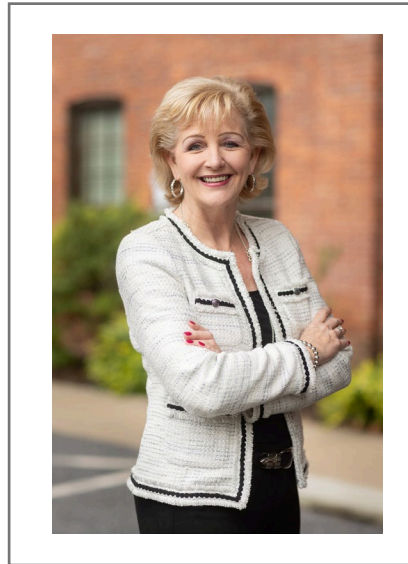
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Our D-N-A

Our Decisions

What Principles Direct Our Thoughts

- ❖ Willingness
- ❖ Initiative
- ❖ Integrity
- ❖ Faith
- ❖ Focus on Others

Our eNergy

What We Are Passionate About

- ❖ Encouraging, Influencing, and Inspiring

Our Actions

What We “Do Unto Others”

We Will:

- ❖ Act with Integrity
- ❖ Serve with Grace and Humility
- ❖ Live with Passion and Gratitude
- ❖ Create Connections, Energy and Fun
- ❖ Seek and Embrace Diversity

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Our Value Proposition

We Help People
and Organizations Grow