

# Initial Core Concept Campus Feedback

*This document (prepared Dec. 9, 2025) offers some initial impressions and quotes related to campus community feedback on the original proposed core concepts. The SPOT team will continue to assess the cumulative feedback in coming weeks.*

## 1. Make education work for all through access, equity, and student outcomes.

Community feedback highlights affordability, social mobility, student debt, credit for prior learning, and workforce pathways. “Outcomes” matters, but many reported that we’d be better served by “showing, not telling” the outcomes to signal important standards of students ROI and public value.

### Selected community quotes:

- “We are not just filling seats, but we are also obligated to serve the community.”
- “We need to meet students where they are.”
- “Prepare students for lifelong career journeys, not just one job.”
- “The students we graduate should be prepared to enter into the workforce and contribute in meaningful ways.”
- “Knowing I had support outside of the classroom throughout undergrad would make me feel more confident in what I learned in the classroom – career services, campus engagement, mental health services. Not just ‘in and out’ but being helped along the way.”

*Key elements to consider:* affordability, mobility, career-readiness, life trajectories

## 2. Prioritize discovery and innovation through research and creative works that impact our communities.

Feedback stresses community-engaged research, “solving community problems,” benefit to the greater good, and accountability for impact. The current version doesn’t explicitly connect research to community challenges. Several questioned use of the word “prioritize.”

### Selected community quotes:

- “A focus on public service cannot be limited to only our city/state, but also needs to encompass our national and global communities.”
- We need to “raise questions and solve problems which affect the community.”
- We are “obligated to ensure that all our activities and pursuits are benefiting our local communities and constituents.”
- “What does society need? How can we provide that?”
- "Engage in research that solves problems faced by the community."

*Key elements to consider:* public good, problem-solving, geographic scope.

### 3. Cultivate a campuswide innovation ecosystem focused on excellence and efficiency in everything we do.

Community members connect innovation with operational agility, solvency, and the ability to deliver on the public mission. “Excellence and efficiency” alone feel internal; “capacity to serve the public” ties the concept back to mission.

#### Selected community quotes:

- “I'd love to experience a campus that is forward-thinking and future-focused because it's done the hard work of addressing the cracks in its foundation.”
- “Our classes, students, faculty, staff all show up in the community as ambassadors to the university.”
- We are “not just creating initiatives, but building relationships.”
- “If we do not become more efficient, we will suffocate our opportunity to grow.”
- “We could be more efficient if we operated more as a community.”
- “Institutional stability is foundational for any other themes can be realized.”
- “We need stronger, clearer processes, communication, information and efficiency in these areas to support students and meet crucial recruitment and retention goals.”

*Key elements to consider:* public value of operational innovation/efficiency.

#### 4. Drive toward a flourishing university community rooted in belonging and meaningful work.

Comments frequently reflect pride in public service, the importance of "our people," and the need for belonging across students, faculty, and staff.

##### *Selected community quotes:*

- “Our people are the backbone of our communities.”
- “Belonging means the culture that you’re in is curious enough to truly see, honor, and celebrate its collective members.”
- “Treat your staff like you want them to treat the students.”
- “Celebration counterbalances the risk of burnout.”
- “To actualize our goals, we need to maintain a diverse and inclusive community that supports each other and overall builds a campus that is open to everyone.”
- “We need to be people (student & employee) centered. Student success should be our #1 priority.”

*Key elements to consider:* concept of purpose and value of work, explicit acknowledgment of public-service identity.