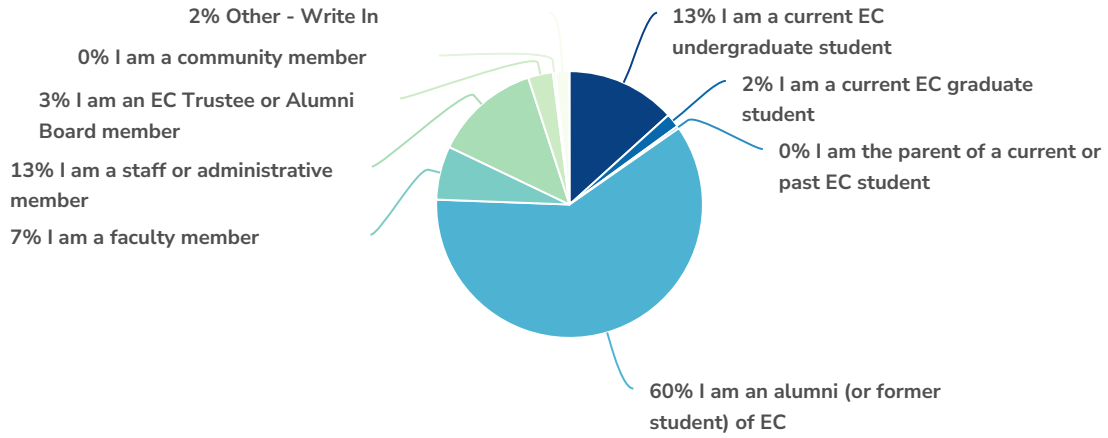


# Report for Elmira College 2023-2028 Strategic Plan

1. Which ONE of the choices below BEST describes your current relationship with Elmira College? (Select ONLY ONE)



Value	Percent	Responses
I am a current EC undergraduate student	13.3%	102
I am a current EC graduate student	1.7%	13
I am the parent of a current or past EC student	0.3%	2
I am an alumni (or former student) of EC	60.3%	461
I am a faculty member	6.5%	50
I am a staff or administrative member	12.9%	99
I am an EC Trustee or Alumni Board member	3.0%	23
I am a community member	0.3%	2
Other - Write In	1.7%	13
		<b>Totals: 765</b>

Other - Write In	Count
Adjunct	1
Adjunct faculty member	1
Alumna	1
Alumni; former member of the Alumni Bd and the Board of Trustees	1
Double Alumni, and Previous Employee	1
FORMER BOARD MEMBER	1
I'm a nobody as far as the college is concerned.	1
Past Alumni Board Member, Class of '78, EC Mens Hockey	1
active alum	1
alumna/alumnus	1
alumni and parent	1
just on the alumni list	1
part-time instructor	1
Totals	13

## 2. What is your current impression of Elmira College?

ResponseID	Response
4	Positive
5	Striving to redefine itself for the 21st Century amidst increasing competition in the market
6	EC is a small college that is a hidden gem. A lot of people do not know about Elmira College outside of the region. Its a great/special place to work.
7	recovering, moving in the right direction
9	Great campus, great people, and high potential
10	Small, expensive, beautiful, & unlike any other place.
12	Ambitious
13	It has become more forward-thinking
14	It is a great school, has a lot to offer students, and the community. It has not been managed well over the years, but the current leadership is striving to turn things around and set Elmira on a path for a strong future.
17	We are barely hanging-on with so few students.
18	big
19	Strong community and loyal staff and students. In a time of change
20	We lack drive and a real vision of what we need from the Board of Trustees
21	Mix of traditional and forward-thinking. Pleasant and friendly. Strong academically and prepares students for the workplace with internships.
23	A small, supportive community
24	We are an institution that has lost its way and don't really know who we are and therefore is having a hard time growing.
25	Elmira College provides a friendly and professional environment that fosters professional growth and a healthy work-life balance. With our students, I love the family-like atmosphere that seems to be conveyed through the various traditions and seems to continue among alumni. From my experience, you don't get that at a lot of colleges.

## ResponseID Response

26	A small, private liberal arts institution in transition. I think we are not keeping up with trends and we could experience much more growth if we were willing to look at things like: online learning, Greek Life, football team, etc.
28	Struggling
29	Friendly people, nice environment
30	I think Elmira is an overall welcoming campus with professors that care about each individual student. I like that the professors know you by name, and make it their goal to see you pass.
31	Unorganized. Lack of communication amongst departments and faculty.
33	It's struggling.
35	Elmira college is a very in touch school, with connections being easy to build with teachers and administrators.
40	Close to closing. Financially unstable.
41	It is an institution that has for the most part, a good group of people who want the school to head into the right direction.
43	It offers high-immersion education, and gives students both breadth and depth in exposure to material. It's also struggling to redefine itself when relations with the town are so bad and enrollment is down.
44	Not much to do, but can be fun if you have a good group of friends
47	A shadow of its former self.
51	Traditions that may no longer serve contemporary students. Lack of academic standard in admitting some students. (perhaps a holdover from pandemic no-more-tests). Antiquated buildings/physical structures/spaces.
52	An institution that is financially challenged, but has strong leadership and hardworking staff and faculty.
53	Elmira College is a promising institution that could use a bit a work and funding to modernize.
56	A small, liberal arts college in the process of reevaluating its position.
57	I think of it as a third tier school rising to second tier. It having the benefit of actually checking. I was pleased to hear of the medical alliance programs.

## ResponseID Response

58	I have no idea how I feel about it
60	That we have seemed to weather the storm (hopefully) and the next few "rebuilding" years will be extremely important to the longevity of the college.
62	Stellar institution
63	Horrible institution
64	Small. Private. Slow Growth.
66	Needs to expand into SUNY and be cheaper the debt wasn't worth it
71	Struggling
72	It's definitely changed since I've been there. It seems like the campus is updated and is more modern.
74	Small student focuses liberal arts college.
75	Warm, friendly, welcoming, forgiving, but a bit sloppy on some stuff.
76	Seems like a sound and growing place. I get the bulletin so that is all I know. I have not been there since graduation in 1970.
78	A college with a few strong academic programs, strong community ties, with a high price tag.
79	In a tough financial position due to multiple headwinds, some foreseen, some not (COVID).
82	Trending down
84	on the right track being carrier oriented
88	I haven't followed Elmira College doings since I graduated
90	FEWER LIBERAL ARTS COURSES, MORE INSTRUCTION LEADING TO SPECIFIC JOB AREAS
91	I think EC is a great institution. That being said, I think that in some ways we, collectively, may be a bit too tired to the past. While I love our traditions, I'm not sure that adapting to the changing times is one of our strengths.
92	That a lot of the important traditional elements have been removed in favor of wokeness. Tuition prices have skyrocketed.

## ResponseID Response

93	Average and expensive
96	That there have been many positive changes from when I had attended (graduated 2010), yet I still would like a lot of the traditions to continue, as well as have that "small school family" feel.
100	a good liberal arts education
102	Busy place
104	Dated, expensive, stuck in the past.
105	I think having LECOM affiliation will do wonders for the school but it needs to be advertised more. I am a nursing grad and I've heard that the nursing program is slowly decreasing in value. Nursing is a big draw for the school so it sounds like the program needs to get built back up to its normal standards! Congratulation to the cheerleading team for the schools on National Champion of the year!
106	Turning around
110	I am impressed that the college has survived and indeed thrived in some academic areas. My latest interaction with the website was extremely disappointing. Making a donation to the college was impossible. Not a good experience which I hope will be corrected and oversight improved.
111	It's losing what made me choose EC because it got rid of philosophy as a major and it's cutting so many majors.
112	positive
116	An academically mediocre college which has focused on "country-clubbing" its campus and building high rent dorms at the expense of academic programs.
117	It was positive when I attended Elmira from 2010-2014. After getting the emails from Elmira upon graduation, I am concerned about the financial health.
118	A good small college that is underperforming in terms of selectivity, faculty quality, financial stability.
120	I feel E.C. is still a great place to obtain a quality liberal arts education. I've visited with my son who is a senior and am pleased with the programs and activities still available at EC.
121	I am worried about its future due to the decreasing student population.



**ResponseID Response**

122 Up to date but a bit forgotten in the northeast.

123 Mid level educational institution. Academic focus appears to have declined a bit

125 Trying to stay open.

126 Nice school with mediocre food. Could use a few more students

127 Wonderful people, beautiful grounds, and a warm inviting environment.

128 Small liberal arts institution successfully meeting needs of most students.

129 Excellent, small liberal arts college that gives students the tools for success.

130 That EC has been suffering with enrollment for the last few years, but they are trying to make changes that will help to counteract low enrollment

136 To be frank, my current impression of EC has only worsened since graduating. One of my majors, my sports team, and several clubs I participated in no longer exist. I don't believe Elmira College is still a place that I could come to call home if I were a prospective student today.

137 It has grown physically in a positive manner in the physical sense. I am unfamiliar with courses offered now so I am unable to comment of this area. I do have interaction, on occasion, and at a loss how little they are truly educated before they come to college.

140 If you are teaching Woke oriented subjects, the college should simply close forever.

143 wonderful history, financially unstable, history of poor financial management and trustee leadership

145 Diverse student population that offers a great education. The college may be suffering from monetary challenges due to enrollment decline, poor investments and other academic specific challenges..

150 Amazing Successful institution

151 Seems lost in pandemic stricken world of private schools.

153 Small, private liberal arts college that excels in providing classroom-based learning with immersive major-related experiences.

154 My impression is that EC is losing relevance from a recruitment and enrollment perspective, due to its location and lack of desirable or well-rated academic programs.

## ResponseID Response

159 Impressive...school spirit that wasn't there when I was in school

160 I have always thought of EC as a strong small college. Not really as a liberal arts school but as a school to get a degree while being exposed to a core academic plan to graduate, this for me was business and economics.

162 precarious

163 Received good undergraduate education

164 It presents itself as an engaging environment for a college student.

167 A small liberal arts college with no brand recognition. Stagnant, No Change

168 An active, vibrant community

170 Don't have one.

171 FOCUS ON JOB PREP VERY GOOD CAMPUS GOOD SHAPE

172 A small, private liberal arts institution seeking to be strategic and creative in order to maintain enrollment and necessarily grow endowment. A College with a rich history and strong traditions that is also trying to stay current, remain competitive, and serve its constituents well.

174 I loved my time there - I think of it as a small, private college with opportunities to connect far into the future. I was able to complete my courses and play basketball.

181 Elmira College is a quality educational institution and an asset to the local community.

190 A small town college that is struggling to survive and redefine its mission with a contemporary point of view. Academic programs seem antiquated and the newer programs seem to be niche markets. The value proposition for an EC education is no longer attractive.

191 Elmira College is a beautiful, intimate and unique community that has a LOT of potential, but unstable leadership, an unwelcoming city and general trend of student debt has made me nervous for its viability.

193 Elmira College is a great place to live and learn, but there is always room for growth and improvement.

194 I was quite disappointed with the college's requirements in response to COVID. And have been very disappointed to not see the "spirit" of the college shine as it once did.

## ResponseID Response

197 Dwindling, less community than when I was a student, less engagement of students good academics still and growing

198 Elmira appears to have been expanding there programs and majors. They are still a fantastic educational institution!

202 Excellent college with many wonderful traditions.

207 My current impression is that EC has had to cut programs because of financial issues. It seems that the college is struggling, but hanging on. I have very little idea of what enrollment looks like at the moment. I do think alumni are still involved, but I am not sure to what degree. Most of my classmates do not seem to be.

208 Priorities don't seem to be aligned between departments and resources are wasted on projects that do not bring good value to the school as a whole

209 Even keel and traditional private institution. An exceedingly high brow student experience

210 Trying to find its place in the current market for higher education.

211 Based on some recent re use of endowment funds as a short term loan I am concerned about the economic stability of the school. In general I am very disconcerted with the " woke agenda " that seems pervasive at most colleges and universities. I am not specifically aware of the situation at EC but I am assuming EC is not very different, at least I don't get a sense that EC is standing up for free speech and differing opinions and world views.

213 I have had little to do with the college since 2007.

216 Fabulous

221 Beautiful scenery in your send-outs on e-mail, like this. I always loved it there and continue to, but I'm a 1949 graduate so you can see I'm very outdated with all that's materialized since I was there.

224 Struggling financially, close-knit community, proud of traditions

225 Small school, unremarkable teaching staff, underpopulated. High tuition.

226 There are several new "unique" programs that have sprouted up over the past few years. Fashion, Nursing, etc. Several new athletic teams have begun as well. I wonder where the money comes from for these new programs that seem to accommodate only a small number of students.

227 strong and cohesive culture

## ResponseID Response

229 Lack of support and resources for students, the staff cares more about the campus appearance than students needs, lack of checks and balances within faculty.

232 Wonderful educational opportunities, but expensive

234 Very good

235 It is somehow surviving in a time of insecurity among colleges of it's size.

237 Since I graduated, Elmira has become more diverse, invested in community collaboration, and new programs that will keep the college relevant. I see that traditions are still strong and students are still involved in campus life.

238 circling the drain

239 Fair. Very focused and communicative when recruiting, then drops dramatically. Example parents weekend little notice and other things on campus.

240 My impression currently is that this is an outstanding small liberal arts college with an excellent reputation in the academic field. I think it offers students the opportunity to gain a wonderful education due to the faculty student ration. I think the campus life is such that you can get as involved in extracurricular activities on any level you choose. The alumni is so dedicated to the college and its ability to endure for many years to come.

241 Friendly, renowned because of Mark Twain and graduate program in Education.

242 A small, high quality college that's reasonably priced

243 Trying to stay alive

244 It feels a little unfocused and I fear for its future.

245 EC is on its way to being a strong Health Care educational facility in the 21st c. The excellent RN bachelors and new DO program could be supported by degrees in OT and PT, and educational services for which a bachelor's is not required, such as pharmacy techs or medical records services. Go for it!

247 Great school. Enabled me to get a degree going part-time. Makes college available for people in my situation.

## ResponseID Response

248	I don't know a heck of a lot- really lost a big connection when many of the traditions were stopped. It is what made Elmira special, what bonded all the past, current and future students. Also when many of requirements of the students changed, I feel as if it may have made recruitment/enrollment better but the outcome of the students I can't image stayed the same. The intense requirements of a basic degree nevermind the requirements of your chosen major made the Elmira student, an Elmira student. Was it difficult and did I complain at the time? Yes, however, it truly made us well rounded PEOPLE. Able to have intellectual conversations about at least the basics in a vast majority of topics, leading to better outcomes in life.
252	Excellent education from a college currently facing financial challenges.
253	It is struggling for an identity. There need to be a greater draw from a wider student population. Due to the cost and location of the college - there needs to be more to attract a variety of students
254	I love most of the teachers, they are incredibly helpful and caring. But those in the offices and health buildings are difficult and I end up having to do the job myself or fight against them to get something done, if something gets done at all
255	Still beautiful and full or tradition . But worried with the low numbers of students I'm seeing.
256	Small liberal arts school trying to keep pace with similar colleges in the northeast for students and faculty but slightly behind the times.
257	It's on the verge of closing due to enrollment numbers. Cutting majors and athletic programs seemed to also be a red flag as an alumni.
260	Gives you the best experience, real world knowledge, engaging atmosphere for a wonderful college experience
261	Wonderful! Great programs, lovely campus, students and teachers!
262	Good college, it is small, therefore, needs to be able to offer data on excellent retention of students and job placement to attract students!
263	Thankful for relationships it brought me, wouldn't trade my four years for anything but often wonder what a bigger school experience would have been like; EC feels very traditional to me now
264	quality institution
269	I think it struggles along with the times.

## ResponseID Response

271	EC is an academic institution with a solid reputation. It has a history of community involvement.
272	Great school, beautiful campus in the middle of a run down city
273	Unfortunately, EC is in a critical period in the college's history and how it will move forward financially, recruitment and quality of experience across many parts of campus life and sport. Academic needs to evolve to meet the appeal of students and employers. Lack of connection to alumni and providing a reason to believe it makes good sense to contribute to the annual fund Will Elmira College be around in the next 5 years?
274	Overall, positive. I have not been back to campus since my 10 year reunion, so I cannot comment on faculties, etc.
275	It's not what it used to be. The maintenance of the campus grounds is extremely disappointing and ultimately will hurt enrollment. I'm sad the enrollment has dropped to an all-time low. It has so much potential!
277	I am sad to see the enrollment numbers. I was upset to see the Dean of Admissions job disappear. I think tradition is important, and that we CAN evolve and maintain our fine old school traditions.
278	I think it is impossible for EC to stay the same as it was, so now the school is trying to find a new reputation. So I think they are moving in the right direction, but still struggling to look strong
281	I have not been back in the last 15 years.
282	Great collage
285	That it is closed off from the community, this goes on both sides as there would be ways to integrate the college and community better, that adjuncts have little support or interaction with other colleagues, don't feel part of college community,
286	I graduated in 2014. My impression since then is the college has cracked down on and modified a lot of the policies, practices, and events that truly made my experience fun and memorable. I believe that the pandemic was extremely hard on the College, and I have the impression that enrollment is struggling, negatively effecting the bottom line. It also seems that athletics are not a priority, which is disappointing.
287	Poor...It is alumnus for a single male graduate and alumni for more than one graduate. It is alumna for a single female graduate and alumnae for more than one female graduate. If the administration and/or faculty doesn't know these basics - well, the expectations for the students must be very low, indeed!

**ResponseID Response**

289 Good, but concerned overall of its sustainability.

291 Great

292 I'm happy that it is still open.

294 Motivated to change and grow, while maintaining traditions.

295 I have not been on campus since pre Covid. This means my observations of the physical campus are not current.

296 Maintained well

299 continues to give a great education to students

303 Financially at risk. A good place that needs twice as many students. Academic facilities have not been updated. I'd rather see funds diverted to teaching needs and modern technology than sports.

304 Respected, high standards

305 Now that it's coed, I feel less interested. Can't forget the traditions of a women's college in the 60's. Totally different environment today.

306 A small school that is struggling to keep up with changing educational landscape.

307 Fun, full of opportunities, expensive

308 It is a small liberal arts college that is working to maintain high standards and provide academic courses that are relevant to attract a strong student body.

311 Low levels of trust, transparency, & appreciation for faculty.

312 It's nice

314 Elmira College needs a marketable identity.

315 I love Elmira College. I think it's difficult right now, as students aren't necessarily looking for a "liberal arts" education, but EC is doing its best to adapt & offer new programs. Enrollment is also a challenge right now, due to the shrinking pool of available students.

316 Using it resources to citrate new adventures of learning.

317 Very well updated and still maintaining the Elmira tradition as well as integrity.

## ResponseID Response

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322	Elmira College retains the academic excellence and nurturing atmosphere that shaped my life.
324	Doing a great job of adjusting to change.
325	It'll be closed during the period of the strategic plan
326	A quality, small liberal arts college striving to stay afloat due to current economic conditions in a difficult post pandemic, post Trump politically unsafe world.
328	Offers relevant courses in health sciences, environment Limited alumni and philanthropic support Unused infrastructure Lacks recruitment of students outside NYS
329	Growing -- new program offerings
330	It's struggling financially
331	A small college that is struggling to recruit and enroll a competitive student body at the necessary nice to function and is making difficult decisions about programs in order to woo a new cohort of students
332	I know I received 2 degrees in elementary ed when I attended there and I felt well prepared. I think the campus looks great. I would be interested to know more about your current education programs.
335	Elmira is an excellent small liberal arts college that has implemented numerous courses & programs to attract students to prepare for current job opportunities. Along with its size, it has the resources to listen to the student's education and personal needs.
338	A typical private college in financial trouble due to past expenditures.
339	Still growing and working on finding the right programs to attract students.
340	Looks like it has changed a lot since I was there.
341	forward looking
342	I think that it is an amazing institution.
343	I think EC is working to renew itself.



## ResponseID Response

345	That we are a small niche liberal arts school that has trouble sometimes attracting students to enroll
346	A small coeducational college that is not very competitive.
347	Elmira College has alot of potential. Its size helps students not get lost in the crowd. The campus is beautiful. And with the suitable systems put in place, it's a promising future.
348	Diversifying
349	A good small college for students that need a personal experience. The college has modest talent at the administrative level.
350	An exceptional liberal arts institution
351	expensive, not selective, quality; financial difficulties, located in declining town
352	A small, private college - the first women's college! - that is likely suffering from enrollment problems as all are now because of the good economy (people take jobs, not college) and declining high school graduates for the next few years if not longer.
357	A solid liberal arts educational institution with emphasis in the sciences and education.
360	striving for excellence in difficult times
363	Good decision to attract professional schools
367	sort of dumpy looking due to lack of landscaping
371	I have always had a high opinion of Elmira!
372	Community-based
373	Academically good
374	Elmira is a lovely small college with lots of potential, but it is struggling to figure out who it wants to be in the 21st century/post-pandemic world.
378	struggling for survival
379	Needs a big idea.

## ResponseID Response

380	Academics, programs, athletics, campus engagement is all fine from my take. What is lacking is exposure, marketing, community engagement for publicity to get Elmira's voice out there.
381	A place that could be a great place, a destination choice for students and employees.
385	An excellent small college environment for students to learn in a number of subjects. The college offers a well rounded education as well as a vibrant campus life.
386	My current impression of EC is that it is outdated and behind the times in higher education.
387	It's a great school, lots of exciting new programs. I regularly recommend my students to apply.
389	You seem to have lost the things that mde Elmira important to me.
390	a lovely small school
391	I love teaching here. I find the students curious, competent and a pleasure to have in class.
392	Na
395	Struggling
398	- Weak school academically - Lacking an identity - Campus esthetic has diminished - Enrollment is suffering and impacting so many other parts of what once made Elmira a great place to study and attend
400	My current impression of Elmira College is the closeness of the community is a very big part of the college and I feel it needs more vision on the programs and requirements for the fashion business program and other new concentration interest for the degrees.
401	I do not feel the culture is what it used to be. I feel like the amount of campus activity and community is what kept students there when other things were lacking. As a result, I think we are seeing the effects of a lack of student engagement which has led to a lack of alumni engagement. Its a bad cycle and I hope its something that can be fixed quickly.
404	Small school struggling
407	Sad,.as it seems to be losing it's liberal arts focus particularly history, anthropology... So many traditional also seem to be going away...

## ResponseID Response

410 A place that felt like home.

412 Campus doesn't seem to be vibrant. Rarely see a student(s) walking on campus

414 I believe that Elmira college is strongly committed to maintain the small liberal arts college tradition that has been the backbone of undergraduate education for the past 200 years. Looking at the map of the campus I am struck that with only a couple of exceptions all the buildings that were there when I attended 50 years ago are still there. While the prior strategic plan was excellent it would be interesting to know how many of the objectives have been impacted by the current pandemic.

415 Solid foundation. Lack of students. Needs to think more of itself and market accordingly.

418 College trying to survive

420 The purple and gold is over done in the decor. The campus is well kept

424 The little engine that still maybe could

425 small, quirky, traditional, stagnant

426 The college is in significant financial trouble. This is due to several factors including ongoing declining enrollment, a low endowment, and lack of financial resources to make need improvements in the physical plant. Given the ongoing budget issues the college will continue to lose top performing faculty and staff to other, more stable institutions. This talent outflow will only increase the student transfer rate making retention and acquisition of new students more challenging.

429 As a 2014 Graduate, the progress of the College is quite disappointing with many majors being dropped, athletic programs being dropped, and retention going down. Athletics is a major drive for enrollment so the fact that programs are cut and facilities are poorer than most high schools is unacceptable.

442 It is a nice place to work. I see improvement in both grounds and housekeeping

443 Stressed but promising

444 Some do all the work, while others are allowed to do nothing.

445 Its and okay college but it is slowly losing students and becoming abandon.

446 quality education lacking brand

## ResponseID Response

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448 glad it has not closed

450 Struggling to attract students, but trying to become more relevant while continuing to offer a well-rounded curriculum.

452 It was a good experience when I was there. It was filled with tradition and focused on developing students personally, professionally, and academically. Now I understand some of that focus has shifted, and the College is trying to find its new niche. But I have not had much interaction with the school since I graduated.

453 Excellent academic college with opportunities for great experiences. However needs to increase enrollment to survive

454 My current impression of EC is how much change and growth has occurred in terms of infrastructure and resources on campus as a whole.

456 A hidden gem with tremendous potential.

457 Traditional small liberal arts college

458 Wonderful college full of opportunities. It's truly a special place!

459 I remember my time there fondly and do believe the work I did there informed my subsequent work responsibilities. I am now retired.

461 I think Elmira College is moving in the right direction.

462 Struggling financially as are many small, private colleges in the us

463 Working hard to stay relevant and competitive as many small private schools are struggling to stay open.

464 EC is beautiful. The college is still in recovery mode.

465 Friendly and welcoming for reunions. Very attractive campus.

468 That it is doing well at keeping up to date with current needs and wants if the students.

469 It is a beautiful campus

470 It seems like it's getting back to many of its original traditions that made it what it the college my wife and I attended.

471 It seems like a great academic establishment. Small, but in a good way. Could use many updates.

## ResponseID Response

472	Extremely concerned about its future. Cutting sports and not building a turf field was short sighted. When I attended Elmira, we had 1200 students. It is now far less.
475	Isolated from Elmira community
476	It appears that the college has not yet recovered from the effects of Covid. Enrollment is lower than when I was a student. When setting up a scholarship for our class, we were encouraged to instead make our gift to the General Fund. Than says to me that the college is struggling financially. And yet money has been spent in investing in a new Dean of Equity, inclusion, and diversity with an office. It seems to me to be rather poor timing of an expense that could be deferred until the college is financially stable again. The only reason I can see for this expense is if it is a requirement of the State of New York or the US Gov't.
479	Very happy with the college and what it offers our student athlete.
480	Was very impressed with how the campus looks when I visited for reunion last year. Also like the direction the college is taking in terms of degrees/classes offered. Good to have the partnership as well with LECOM
481	Campus looks great and I was glad that they formed a partnership with LECOM
482	Continues to be vibrant educational institution.
483	Hopeful. As a 2 year associate degree graduate, class of 1957X( the X designated associate degree), I'm concerned about the lack of acknowledgment of those of us who helped keep the college financially viable prior to coeducation & are able to contribute if we are not denigrated & dismissed. I earned both B.A. & M.Ed after Elmira, spent many years as a college administrator whose students established a scholarship in my name. I understand the value of alumni engagement & their support financially, to students for internships/fellowships, career employment, advising, mentoring, etc. We can be an avenue of assistance if asked.
488	Great. Campus looks wonderful. My greatest concern is the cost. So many worthwhile students just cannot afford 4 years of college. Not just Elmira, many schools.
489	EC is a wonderful college that is struggling financially right now. The President is doing the right things by introducing new programs that still fit with the core values of Elmira College.
490	Great campus, friendly atmosphere, variety of courses of study.
491	Great small liberal arts college that is struggling to find students.

## ResponseID Response

492	very positive. So many advancements have been made since my graduation in 1968. I discovered thru my MBA courses that my strengths are in business analysis, accounting and finance. Those were just not majors available at an all-girls school during that time. However, I do value the solid liberal arts education that I received that was the base for my career later on.
494	An outstanding historical liberal arts college which is innovating to build a strong foundation for the future
497	Based on the information that I hear from numerous people, it is a great school but is struggling financially.
502	Awesome
503	Elmira College is pursuing academic areas beyond the liberal arts which will distinguish itself from other small colleges. Elmira should expand this direction.
504	Sadly, an amazing institution on the decline. This college is much more politically liberal than when I attended and the trend continues. You are turning off more and more alumni with your persistent march to the left. Just teach an unbiased curriculum and stay out of the political mire.
505	Smaller, close knit college community
507	Its a small school with weird budget placement and the food in the cc isn't consistent
508	its okay i feel like some things could be better
509	I like the atmosphere of the college and think that it is very accepting and welcoming.
510	mediocre
512	I like Elmira and what it offers.
513	So far so good I would say. I enjoy my major a lot which I think helps add to my enjoyment of the college.
514	I love it, it is like a second home for me
515	Small, quaint, good people
517	Tring to bounce back from a lot of poor financial decisions

## ResponseID Response

523	Small but rich history with a cozy learning environment that might not be preferred by everyone, but appeals to people looking for education in a rich, small environment away from big city/institution hassles.
525	A nice small college that needs a push. It could be a special place
526	In regards to academic programming things seem disjointed, the programs we are adding do not seem to be inline for strategic growth, the lack of an RN to BSN degree completion in two years is seen as a negative in the local market. There very seldom seems to be signs of life on campus unless students are walking to and from classes. Post-Covid it seems like the college hasn't been able to foster the same participation from before the pandemic. The infrastructure (buildings and grounds) seem tired, the addition of the branded runners inside the doors has been a nice touch. The campus culture feels apathetic, there are some who are really giving it all they have and others who feel like they are going through the motions until something else comes along
527	A great institution that celebrates it's rich traditions and history, encouraged relationships & cultivating socially around campus and within the community, yet struggles with overall engagement amongst students & employees.
528	Rebounding
529	Tight-knit community.
531	It has gotten a lot smaller than when I went
535	It's a nice school
538	solid in some ways struggling in others building/growing
540	Not a favorable impression. As an employee who is an alum that has the role to recruit students to come to Elmira College has proven to become a lot more difficult than I initially thought. I have lost faith in our senior leadership team to the see the flaws and errors of their ways. Our senior leadership has created a culture that I would describe as tolerant of employees who aren't qualified for the job, a campus culture that is not innovative nor is it appealing.
541	Elmira College is a small, student-focused liberal arts college with a rich history, strong traditions, and - like many other small liberal colleges - current struggles with enrollment.
542	Great campus

## ResponseID Response

543	It is a dying campus that has allowed certain actions and residents on campus in order to stay afloat with low admission rates. It is extremely overpriced for the facilities offered at this time. The only office that I have seen make an effort in my last few years here has been res life. I truly believe they are the only thing keeping this community together.
545	It is small, liberal arts college that provides a lot of opportunities to student for community engagement.
550	Too much emphasis on sports
551	small but strong community well kept campus
554	Seems to be getting better in comparison to when I attended
556	I think Elmira offers a nice range of academic programs and extra-curricular offerings
557	Very different from the college from which I graduated in 1967. Larger. Co ed.
558	` poor
560	I had the impression this year for the first time in a long while that the college is proactively working to expand their curriculum and increase their competitiveness.
563	the school is in financial disarray, no plan and is just in survival mode
564	It is struggling as some programs have been cut and there's been a lot of faculty who have left.
565	Elmira College has an outstanding academics program, campus culture and Alumni engagement is excellent!
568	Trying to reinvent itself to align with what today's college students are looking for in higher education and what top industries are looking for in effective and educated employees.
571	Small, intimate college
572	Positive (received an excellent education) but vulnerable (like many small colleges today).
573	Positive. Up to date and innovative curriculum and faculty.
577	EC is evolving from a traditional liberal arts college to one that can better meet new employment opportunities that require different education.



**ResponseID Response**

578 From what I read, EC is doing well.

579 It could be better.

580 Could be better

581 Wasting money on things we don't necessarily need

582 wonderful academic and social environment

583 The college is nice

584 My impression is that Elmira College is struggling in academics and athletics

585 I like the college but not the nursing program. i think it is a pretty campus.

586 It is a very small school but it is acceptable.

587 It could be better in almost every aspect

588 I like the environment

589 It's got decent academics, gorgeous architecture, and a good variety of clubs; however, it is difficult to contact many faculty members outside of professors, some of the information online is outdated, and the WiFi is very weak in the dorms which can make it hard to do assignments.

591 The flexibility teachers have with international students.

592 Decent academics, not much student life or campus life activities

594 the flexibility teachers have with international students.

595 Amazing college, incredible opportunities - struggling with its identity and whether to hold on to tradition.

596 Currently in a difficult position financially with declining enrollment

597 Great education with full attention from professors (who all have their PhDs) and fun traditions.

604 I haven't kept up with the college. All I can say is that I had a good education there.

605 Needs more money in order to fund building and grounds improvements, and offer more for students.

## ResponseID Response

607 Lacrosse team I played on is gone. Proud of the hockey team I played on. Come to find out that other teams that are nationally ranked in hockey their players pay a fraction of the cost of full tuition. Not the case at Elmira. More students/ better players want to attend the school if the team is doing well. Also attend the games that generate revenue. If still the only team that does.

609 Elmira College is a community college with strong faculty and strong programs in business and nursing.

611 Positive overall though significantly different than my first year - fall 1969

613 Nice residential college

615 I love that the traditions are continuing

616 A once proud institution clinging to its traditions in quiet desperation

617 Committed to success, but struggling in light of current demographics and other issues.

618 Small college but have a hard time knowing where EC specialities lie.

620 Excellent

621 Excellent school with an emphasis on the individual. Students don't get 'lost in the crush' as might be the case in much larger schools.

622 Not a school where I would want to go

623 Small private liberal arts college in upstate NY.

624 Looks like a good school. Glad to see that there are more programs and buildings.

625 Good college in need of funding and dedication to each discipline

628 Hasn't grown in enrollment over the years which is concerning. Great programs, staff and facilities, not sure why it's not growing.

630 Teetering. While there are some good things happening, we remain in a precarious position. We need to create the impression of progress so parents aren't concerned about sending their children to EC.

632 One of the BEST liberal colleges in the country.

637 Needs improvement

**ResponseID Response**

638 Fond memories...but I think there is TOO MUCH purple (even tho' I like the color)

639 Positive- good experience,fond

641 small, bare-bones; cutting all extras

644 Looks good. Getting better every year.

645 Good, there were definitely some bumpy years with the interim leadership but it seems to be better now.

647 I am proud of our college - we have a lot going for in terms of high quality education; small, student-focused class sizes; strong athletics programs; opportunities for research and travel.

649 World famous women's college

651 ok college

652 I love the small community feel of Elmira College. I like that we are constantly trying to improve our programs and stay current with the most recent best practices.

655 EC academic and teacher are excellent. I am a biology student and feel comfortable asking for help from every teacher I have encountered. Campus safety is very nice. The engagement is top-tier.

656 A college steeped in tradition

658 I really like the professors and most of the people, but the school itself has gone downhill the last few years. We can all tell where the budgets have been cut.

659 Well run private institution that offers a great environment for students

664 I wouldn't send my kid there.

668 Struggling Very low enrollment

669 We are trending in a positive direction in terms of employee and student morale but enrollment needs to pick up.

671 aspirational; transitional

## ResponseID Response

672	The food is mediocre at best. But professors are very willing to work with students which I appreciate. The professors seem to really care. I have enjoyed any activities I've participated in and have now grown fond of the theatre department.
673	Great school but stuck in the doldrums.
674	Very Small liberal arts college
675	a liberal arts college that seems to have some unmet needs
677	Small, not well known, dreary surroundings
679	That it is getting smaller, and even though I personally have fond memories, they aren't addressing big issues. Some people still don't know about Elmira College, and they should.
681	A college trying to keep up with the times while holding on to the traditions that make it great
683	A good small college struggling to stand out from the pack. Lots of potential, but an unclear identity.
684	They are creating a lot of interesting academic programs, but the enrollment is declining and it is hard to compete in New York.
685	Small forward thinking
687	Hopefully responding to the needs of our nation....to be well educated and to go into the world able to offer service._
689	Small school, great reputation
690	Hard to judge since I graduated in 1970.
691	Beautiful campus
692	As far as I know, all is OK.
693	Small school, tries hard, limited reach, searching for identity
694	Too Purple but still offering an excellent Educational Experience.
696	Small, caring institution with aging infrastructure.
697	Make the campus smoke free.

**ResponseID Response**

702 Excellent faculty.....Excellent assistance....SAFE environment

703 still great--need to add some majors/minors--eg Business

704 Major improvements in all catagories since my graduation in 1980

706 Good communication with emails and good atmosphere. Though not much community involvement.

709 I received an excellent education at Elmira. My professors were excellent - especially those in the science and math departments. I will be forever grateful to Dr. Gertrude Spermulli, who helped me on my path into the working world

711 Elmira College is a great school that offers students an excellent education. While the current leadership is focused on improving the management and operations of the college, Elmira was not managed well for several years. Because of this the Physical and Technological Infrastructure of the college is in need of significant investment.

716 At a critical juncture

720 I am very impressed with how friendly and helpful fellows staff members are.

721 small, well respected private liberal arts college fighting for its fiscal life

722 Very friendly and open staff

724 We don't care at all about our employees. Our employees have great ideas and maybe Senior Administration should listen more.

726 Good school Private Excellent education Great sports

727 Struggling financially Admissions staff not following protocols Students unprepared for college

731 I love most of my teachers

735 I am disgusted with their emphasis on wolk culture!

737 Technology Department is severally understaffed, underfunded and needs Major infrastructure updates.

739 Doing better, but long way to go

## ResponseID Response

740	Academics & academic programming require a major refresh to support recruitment, enrollment & retention. Better support for philanthropic initiatives and more engaging cooperative efforts with philanthropors required.
741	1. The low number of students and subsequent closures of various dorms and academic buildings throughout campus. 2. Loss of the charm, tradition, and strong sense of community, and 3. The appearance of the grounds (at reunion in June 2022, everything was not as well manicured as it once was).
743	Working hard to keep up with the changing college demographic and they wishes and needs.
745	It has been a few years since I was on campus, but the last time I was there, I was very impressed with the beauty of the campus. The buildings and grounds were well-kept. I do miss receiving the Campus magazine in print format.
746	Excellent education, beautiful campus
747	Grateful to see they are getting away from the silly and more focused on improving.
749	I know enrollment is down significantly from when I attended in the 90s, so I assume it is struggling financially at this time.
751	Good school --Quality experience on beautiful campus.
752	Good academic programs Uncertain if the library is meeting the needs of the students Location that is easily accessible from Rochester, NYC, Syracuse, and many cities in Pennsylvania
753	Expanding degree programs that will allow students to more easily find jobs when they graduate from Elmira.
755	Thriving, evolving
757	moving in a positive direction
760	A small college with academic and occupational offerings to equip graduates with the knowledge and skills for 21st century livelihoods; a college offering unique off-campus experiences; an environment where each student is recognized
764	The food is never really impressive, and it's nothing like the food when I visited the school the first time. The students and staff are 50/50 on respectfulness and kindness.

## ResponseID Response

768 There are a lot of resources available here, the landscaping is really nice, the food is okay, but the housekeeping sucks.

769 Struggling but just making it

770 a small, private liberal arts college that offers a personalized education

772 Struggling college that is trying to hold onto the past.

774 I feel as if Elmira College is a great place, more so for people who are part of the Education or Nursing programs, since they are so big in the college itself. even though they are big, there are still many different opportunities that re shown in the school.

775 I think we are trying to get better by adding programs

778 meh

781 Cozy campus but only downside is that i don't know where exactly all my tuition money is going to. For example, are there plans for updating things around campus that students actually want updated? And the racist professors also make campus life difficult.

783 Good overall

784 Elmira College is a great college with lots of history, but better than that, has a lot of great employees and individuals who go above and beyond to ensure the college's success.

788 clean, homely, fun and engaging

790 We have good new energy and ideas coming from new faculty, staff, and admin hires over the past five years. It feels like we are moving in the same direction, the right direction (liberal arts meeting professional preparation), and are working to adapt to the constantly changing higher education landscape.

791 I am new here, but everything seems great. The campus is beautiful and the building are amazing. One thing I hear and see is that the IT department needs more support as they fix everything and continue to keep everything running.

792 I am an alumni and a current graduate student. The staff and administration are top notch. I love the small community feel of EC.

794 Struggling but hopefully on the upswing

795 It seems to be struggling pretty bad

## ResponseID Response

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797 Somewhat behind the times regarding the resource options available to students to take part in classes.

798 -we have a huge debt to pay off -we need to continue to increase student enrollment while recruiting students that are stronger academically and diverse -due to low student enrollment/numbers, there are times when the campus seems lifeless -I believe we are taking positive steps in the proper direction considering the lack of capital resources



### 3. What do you consider the College's most pressing needs in the next five years?

ResponseID	Response
4	Retention and enrollment
5	Capital spending-particularly for facilities that are "public facing." A second priority is faculty and staff compensation.
6	Improvement of the Athletic Facilities. (Baseball, Softball, & Field Hockey). Adding certain majors.
7	upgrades to facilities, increase and maintain enrollment
9	Improve and add more relevant degree programs. Also, increase diverse faculty members
10	Financial stability Reaccreditation decline in enrollment for all small colleges and universities
12	Organization/communication
13	Finances and having programs that meet the needs of future generations. Academic buildings need improvements.
14	Deferred maintenance issues in IT and Facilities need to be addressed so that Elmira's information technology and campus facilities are not seen as sub-par compared to other College and Universities. Improving the technology infrastructure on campus, including the server and network infrastructure. There needs to be better WiFi coverage both indoors and outside, new computers for employees, and a budget and plan to keep all computing technology updated on a regular cycle. Once this is achieved, then the college can embrace new technological advances in a variety of areas that will enhance the education that students receive.
17	Students, students, students. More students.
18	infrastructure
19	Repairing infrastructure and equipment
20	We need a Turf Field for athletics and for the entire student body. We need "more to do" on campus for non-student-athletes. Not events. Not planned events. More things to do. We need more non-student athletes on campus

## ResponseID Response

21	Gaining financial stability. Increasing enrollment. Increasing retention of faculty/staff by improving wages. Developing an inclusive campus culture and recruiting more first-generation, diverse students. Embracing and leading in environmental sustainability initiatives. Becoming more visibly involved in the area community.
23	Increase enrollment numbers Retain qualified faculty and staff
24	To find a way to bring in and retain students. College age students do not just choose a college because they have a certain academic program. Most colleges have the same programs we do so we need to find and promote reasons why students will choose Elmira College as their first choice. Right now we are a safe school for most students.
25	I think the College's most pressing needs are to make sure we can stay on a solid financial footing and even improve there, increase student enrollment to past levels, and make sure people around our region know what Elmira College can offer them.
26	Continuing to adapt to the trends, wants, and needs of the current and future generation of students. This might sound vague or broad, but I think that means taking some calculated risks and looking for more areas to grow our recruitment.
28	Student recruitment and retention.
29	Better food in the dining hall with greater variety Air conditioning? Cheaper tuition would allow more students to attend
30	Better dining hall foods (variety instead of same thing different day) I know we just replaced the curtains in the bathroom but people can see me through the top...I feel we should rethink this
31	Reaccreditation of Education Department
33	Increasing the number of students and improving the infrastructure (buildings, technology) on campus
34	Increase enrollment
35	To remodel the gym for its athletes, for being a school were most of the students are student athletes, having a bigger gym to accommodate their needs would be beneficial.
40	Recruitment and retention of students.
41	updates to campus facilities, turf field for athletics, etc.

## ResponseID Response

43 Shrinking smart — the population of students interested in a traditional college education isn't going to increase anytime soon, so we should focus on maintaining our current enrollment and serving the student body we have

44 Creating a better atmosphere for students and more captivating activities for student life

47 Recruitment of students, retention of faculty, and preservation of programs.

50 Increasing enrollment, staying relevant.

51 Updating infrastructure. New construction. Investment in teaching faculty and resources for certain programs.

52 Enrollment=financial stability=improvements to infrastructure=better experience for the students=increase in salaries

53 Elmira College will need to replace a lot of equipment and modernize its facilities.

56 Ensuring long-term financial (and admissions) survivability for the college.

57 The only thing that matters is revenue.

58 Staying independent

60 Enrollment, Enrollment, and Enrollment. (new freshman, retention, and transfers)

62 Enrollment

63 Bring back the lacrosse teams

64 On-Campus Athletic Facilities, Increased Enrollments, MBA Program

66 Cost and student population dropping

71 Growth of student population

72 Lower tuition costs, consistency in enrollment, and inclusion of more areas of study.

74 Facilities updates: roofs, classrooms, laboratories, student spaces, etc.

75 Budget - survival

76 Getting quality students.

**ResponseID Response**

78	Dorm updates, affordability, athletic program resources.
79	Increase enrollment.
82	Grow enrollment
83	Updated facilities, more students, more STEM/ real word programs where industry is shifting
84	growing enrollment
88	I would say the price of admission.
90	FINDING SUFFICIENT STUDENT BODY TO CONTINUE AS A SMALL COLLEGE
91	Adaptation. Offering more online degrees and programs and courses. I do recognize that we've made great strides in this area, but we need to do more. A quintessential component of that is getting all faculty up-to-speed with using the LMS and other technology.
92	Getting students through the door by marketing the important features of The College.
93	Enrollment and Endowment
96	Enrollment and retention
100	academic prestige
102	Sustaining enrollment with good programming
104	The college needs to evolve and strengthen its relationship with the community, its alumni in particular who could be a source of great assistance.
105	Improving nursing program. Give students more freedom with housing
106	Funding
111	Building up the liberal arts side of EC
112	financial support & attracting students
116	I don't know.
117	Higher student enrollment.

## ResponseID Response

118	Increase endowment, increase enrollment, improve selectivity.
120	Recruitment of diverse, high quality students, as enrollment has dropped over the Covid- impacted years (online learning).
121	Growing its student base
122	Getting students ready for the practical world.
123	Focus on increasing academic options and instituting more professional oriented programs such as pre med pre engineering. Business programs should be minimal. Elmira should be an institution offering opportunities for women and men who plan professional careers other than business. Nursing programs should still be a part of the schools offerings.
125	Recruitment & Faculty satisfaction.
126	Keeping enrollment up
127	As we all know financially the college is under enormous stress to keep its head above water. Competing with other state school is an enormous task. I hope they can figure a way to increase their enrollment.
128	Curriculum should offer more opportunities for visual learners. It is an underserved area in academia, and could be an avenue for growth.
129	Recruitment of talented students who can afford to attend emphasizing financial assistance and cost control of inputs to the 4-year degree program.
130	Finances, and larger undergraduate population
136	The most pressing needs in my opinion would be to expand and/or reestablish academic programs that were lost as a result of the pandemic economy.
137	More tech and writing skills.
140	Career oriented training. No more social, equity, or race based nonsense.
143	facility upgrade to make academic environment competitive with other institutions. Hiring competent staff to fix ongoing administrative and communication issues to begin proper use of resources and generating sustainable and attainable fundraising and admission goals
145	Money and enrollment.
150	Diversity is a must to attract new blood

ResponseID	Response
151	Need to put itself back on track.
153	Recruitment, retention, funding.
154	Rehabilitating the college's image, so that it can attract enough students to remain viable.
159	Maintain academic integrity
160	Financial stability, class enrollment, and Alumni Relations.
162	increase enrollment; attract donors to increase revenue
164	To continue to provide a thorough educational experience for their students.
167	Enrollment growth and financial sustainability
168	Maintain broad liberal arts education as basis for more in depth studies in field of student's choice.
170	Enrollment, enrollment, enrollment
171	STUDENT ENROLLMENT
172	Endowment growth strategies, strategic in positioning, budgeting, and investment of resources, and stabilizing enrollment including maximizing retention.
174	Attracting students, keeping solvent and promoting full e engagement.
181	Maintaining or increasing student enrollment.
190	Financial sustainability driven by achieving robust and realistic admissions goals/ targets.
191	Enrollment. A college cannot be a college without its people.
193	Increase enrollment, offer more academic pursuits (course offerings).
194	To have a firm understanding of their target market. We are not and have never been a college focused on elites/Ivy League. We've been a college that brought together people from all different backgrounds that had a focus on shared values. Those values were reflected in admissions outreach and was one of the most successful components of the college.
197	Increase enrollment and student engagement increase alumni engagement and giving

**ResponseID Response**

198 Increasing enrollment and keeping Elmira College an affordable institution.

202 Keeping up enrollment and giving scholarships.

207 Economic stability, higher enrollment

208 Facilities. More support for athletic facilities and recreation for students (intramurals, etc). Getting the campus involved in large group activities would be of great interest to many students.

209 Safety of the students in a relatively rough community. More investment on education and less for athletics. Hiring more traditional yet forward thinking faculty members

210 Continued funding, defining its' niche within higher education and the competing regional schools, continuing to offer a comprehensive education thats backed with tradition and community.

211 I don't have enough familiarity to answer

213 Recruitment, retention.

216 Recruitment, Enrollment, Retention

221 Money for all the causes needed; mainly to attract scholars to be new teachers and to pay ground expenses which are constant

224 Financial stability- increased enrollment, larger endowment

225 The school needs to take full vantage of Tommy Hilfiger's gracious commitment by marketing his business fashion degree to the international market

226 Men's hockey has a good following, as does the women's team. How do you get the other teams supported by fans outside of the Chemung area? Students come to Elmira for athletics, but don't stay. I'm not sure why that is. High school students are choosing their college, not their parents - sports is a big part of what they are looking for.

227 adequate staffing and building maintenance

229 Student retention; community outreach.

232 High tuition

234 Scholarships. College costs are discouraging to young people

235 Enrollment

## ResponseID Response

237	Maintaining funding and bringing students into a liberal arts school in a sustainable way.
238	money, money, money, money, and more money
239	Mental health and successful students.
240	The most pressing needs as I see it is maintaining the enrollment at or close to 750-1000 full time students. I think that is the minimum and must be a priority. Anything less is most likely not sustainable. A robust recruiting plan must be in place involving everyone - current students, faculty, alumni, parents. I also think working with the city of Elmira to spruce up the downtown area as you come off Route 17 to campus. It isn't a very compelling sight to see empty downtown area and restaurants.
241	Meeting the needs of the people of the United States over meeting needs of staff and individuals. Flexibility and ability to work with labor statistics in expanding programs to be sustainable.
242	Keeping tuition reasonable while offering a high quality education.
243	Enrollment of QUALITY students and not just bodies. If targets are set and we "meet them" how have we still failed? Quality faculty to teach.
244	Securing more students to be able operate in the black.
245	Supporting education in the health profession.
247	Make college more affordable.
248	To keep focusing on what your desired alumni look like, act like. When you think of your general outcome, what does that look like? And adjust your curriculum and student requirements to that.
252	Staying competitive in all areas against the current market.
253	Dwindling student numbers and staying relevant to the population you are trying to attract
254	More outreach programs for those who are not covered by scholarships or loans. Also competent medical staffing in the health building. Also bereavement time, it's appalling that the college does not have this.
255	To increase admissions
256	Increasing enrollment, adding programs and majors that will attract students and prepare them for the real world.



## ResponseID Response

257	Students (number game) and donations our endowment is alarmingly low, tuition reset was a nice way of getting students to enroll but it's not a long term model so what is the college doing now to enroll students
260	Increase student enrollment to continue on the legacy
261	Keeping enrollment up.
262	Increase in enrollment, increase retention, increase job placement
263	Recruitment, staying relevant to changing perceptions about the value of a traditional 4 year college degree; increasing cost of education and student loans
264	0 affordability
269	Stronger enrollment
271	EC needs to offer academic programs that meet today's job world. Scholarships, grants and work aid need to be available to support those who have need in order to attend EC.
272	Possibly expand some majors, add more majors. Expand the nursing program, we need more nurses.
273	1)Financial stability leading to sustainable growth 1-A) Enrollement 2) Why should I gift to EC? 3) Athletic facilities...Domes are a joke and have been for many years, 4) Not keeping up with your competition...academics, sports facilities, campus life 5) Build accountability right away
274	As evidenced by the recent announcement of Cazenovia College closing (another small private school), I hope that financial stability is a focus. I hope that the operations of the college is being done in a fiscally responsible way and not through increased tuition.
275	Increase enrollment!
277	To offer more diverse and focused instruction. To grow enrollment by true engagement with current students.
278	To find financial stability.
282	Price
285	Increasing student numbers, adding to curriculum - looking at some classes that are repetitive, often two different classes are similar, adding majors ie MSW , changing the number of intern hours back to 240, or making this is a class

## ResponseID Response

286 Enrollment, which could be positively impacted by focusing on improving Athletics to aid recruitment. Affordability is also something that needs to be addressed. Marketing of the various programs could be improved.

287 Getting out of debt, increasing the admission requirements and expanding public relations publicity. Give a "full ride" to a VERY SELECT FEW.

289 Student recruitment and retention. Strong endowment.

291 Exposure as a small college

292 Attracting good students and an affordable cost.

294 enrollment and infrastructure

295 Scholarships for academic achievement are at the top of my list for a focus.

296 Leadership..

299 keeping programs current

303 Greater enrollment Better teaching facilities Stronger Fundraising program

304 Active Recruiting for the best and brightest students.

305 Top professors and challenging courses with liberal arts background with many varied majors.

306 Prioritize majors that are in high demand currently and phase out majors where students will struggle with obtaining a job post graduation.

307 Getting more enrollments and making it more affordable for students

308 To continue to be a viable choice for a four year liberal arts college.

311 Without question, those in recruitment /enrollment need to do a better job. Invest money in faculty & students. Be transparent, honest, fair, & accountable with financial resources.

312 Putting salt down before the first classes of the day when the path is icy

314 1. More students (including increasing retention) 2. A marketable identity 3. Modernize campus culture, campus life, and campus experiences 4. Revitalize the Elmira Community (a more desirable community will increase student engagement, increase retention, etc).

315 Enrollment. The numbers must come up, in order to keep the College operating. Alumni Engagement and giving.

## ResponseID Response

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316	1. Finances both for students and the running of the college. 2. Continuing to attract highly motivated students who excel in academics.
317	Sustaining updated and relevant programs.
322	Attracting well rounded quality students. Provide scholarships for all classes, not just Freshmen. EC should not loose their brightest assets because of financial difficulties.
324	Increasing the student body.
325	Money, vote of no faith in president Lindsay, new leadership
326	Keeping enrollment up and costs down. Engaging sources of funding, including alumni. Updating electronic capabilities. Increasing visibility and online presence.
328	Increased diverse student body Marketing and communications to a broader audience
329	Staying competitive
330	Not ending up in a situation like Caz College or other small colleges
331	Defining the profile of ideal EC student and how to recruit and retain that student through to a positive alumni experience
332	Financial, drawing students in when it costs so much to attend.
335	1. Financial security. 2. Increased enrollment 3. Strong, extensive promotion via all sorts of media
338	More students and development of a brand/identity.
339	Higher enrollment.
341	Attracting solid students with coursework to match
342	The most pressing need is to increase enrollment to a sustainable level.
343	Getting quality students and developing the programs we have recently added to the curriculum.

## ResponseID Response

345 I feel that we need a turf field in order to help some programs we currently have and its a way to attract more students in to our school, also the school needs to look at some gross miss-use of funds in departments across campus.

346 To attract quality students and offer a degree at a reasonable cost.

347 Can't speak too much about academics but I think we all need to realize and add value to students without them we are all out of a job.

348 Not losing sight of its history.

349 Financial Stability. Greater enrollment. Much better individual fundraising.

350 Financial stability Increased enrollment Faculty support

351 growth expense control positioning on the 'woke' spectrum

352 What I wrote in 2. above.

357 Keeping high quality faculty and staff. Ensuring a diverse student population attends Maintaining facilities and grounds Expansion for growth/increasing opportunities

360 relevancy of college, courses that attract enrollment, funding, cost cutting

363 Probably enrollment

367 more financial accessibility to everyone

371 Online education

372 Diversity & expansion of things on campus that encourage community

373 Grow the endowment

374 Increasing enrollment Increasing retention Balancing faculty quality of life (workload, Administrative support and respect, pay)

378 more qualified (as in exceptional) students

379 Facilities

380 ENROLLMENT! That can only be accomplished by aggressive marketing and community exposure. Maybe have a book signing in the Mark Twain study, someone with a high profile (Harry & Megan). Also, a sound capital plan that SHOULD include grant money from Preservation Trust funds and private trusts. Need an advocate in local government to go to work on our behalf.

ResponseID Response

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381 Enrollment Growth Academic Improvement Facility updates

385 Funding to attract students from diverse backgrounds, excellent teachers and staff and to maintain buildings and grounds. Philanthropic Support & Alumni Engagement, as well as business partnerships should be a major part of this plan.

386 Innovation, Innovation, Innovation. Increased efforts around effective retention and recruitment strategies.

387 Ensure ongoing fiscal health, remain relevant preparing students for changing fields.

389 Return to exemplary academics

390 maintaining student enrollment

391 I am only an adjunct professor. As a result, I don't feel qualified to answer this question.

392 Retention Quality education

395 Increased Enrollment

398 Increase enrollment through targeted recruitment efforts and scholarships for underrepresented groups. Particularly I see athletics in the D3 model as a means to improve enrollment and raise the profile of the school. Expand online and distance learning options to make the college more accessible to non-traditional students. Develop new academic programs in high-demand fields such as computer science. Invest in campus infrastructure, including residence halls and state-of-the-art technology. Create more opportunities for experiential learning, such as internships and study abroad programs. Increase funding for research and scholarly activities, with an emphasis on cross-disciplinary collaboration. Develop stronger partnerships with local businesses and organizations to enhance student career opportunities. Increase the college's endowment to provide more scholarships and financial aid for students.

## ResponseID Response

400	The most pressing needs within the next five years more help towards the staff within the dining hall and Mackenzie's. The reason is many student athletes have a hard time getting meals due to their long practices. I also think more planned experimental trips and more internship opportunities to look for towards students with specific concentrations on their degrees.
401	campus life improvements (bringing back JV sports for example.
404	Student retention and academic performance improvements
406	Enrollment
407	What happened to the history department? Anthropology? Classics? Need to get back to the liberal arts --
410	To stay affordable
412	Enrollment More visible involvement in the community Aggressive fund raising Promote the BRAND thru students ,faculty and admin
414	My impression is that the decline of the economy of the Elmira region still has never recovered from the 1972 flood. Other than the issues of the general depressed economy in the region are the demographic realities that the traditional source of student enrollment is becoming an ever smaller fraction of our population. The relevance of an undergraduate college degree is a broad problem being faced by all colleges and universities in the country. Historically, the college was able to attract many adult learners to the college and this is perhaps a continuing opportunity for the future. Many students now emerging from Zoom based learning it is very critical to demonstrate that the college provides a value added for face to face education and learning.
415	Recruitment, endowment building, physical improvements and upkeep
418	Build student body population. Make the hockey team better and maybe a higher division
420	funding aggressive recruiting
422	Greater visibility and higher placement in college rankings.
424	enrollment growth and stability; addressing deferred maintenance of employee morale; building on renewed post-Covid campus culture; providing adequate support for the student programs and services we need/claim to have; carving out a niche in a socio-political-economic context in which college as most of us know it is an endangered species
425	Turf. Updated athletic facilities.

## ResponseID Response

426 Improve enrollment but at this point I do not see how that is possible. This year's enrollment is below 700 students and has been below the break even mark of 800 students for the past 2 years, applications are down by 45% from 10 years ago. Given low enrollment this means that the college now has ongoing debit even with the availability of Cy Prey funds in January 2024 I do not see how the college can turn the corner given the market realities. Now would be the time to seek a merger, consolidation or affiliation with another institution.

429 CAMPUS TURF. Turf will increase enrollment, turf will allow the college to be competitive in many ways inside of and outside of athletics, and turf will SAVE the college money after the upfront investment. With the number of students athletics recruits, most teams could bring in more students with a turf to sell to them and out of pocket payments for tuition would pay for the cost of turf in 3 years AT MOST.

442 More housekeeper so no one has to do more than one building

443 Financial security of both the college and its employees

444 Enrollment and fundraising

445 more opportunities fro students, not community service relate

446 enrollment and fundraising

448 adapting to new environment and more online structure

450 Money Greater visibility to attract talented students.

452 A more robust and diversified income stream.

453 Increase enrollment

454 I imagine that there might potentially be a need for the continuation of retention, philanthropic support and alumni engagement.

456 Recruitment and retention.

457 Proven post-graduate employment placements

458 Financial stability

459 I honestly do not know.

461 Ensuring that accreditation is maintained (to not end up like Cazenovia), and to make sure that there is a competitive market to attract new students.

## ResponseID Response

462	Remain financially solvent
463	Increase enrollment
464	ensure financial stability; increase tenure track faculty numbers; focus on programs that are working and attracting students; attract high quality students;
465	A sound, comprehensive Liberal Arts education for ALL students.
468	To remain solvent, while maintaining it's high academic standards, and continuing to expand it's programs.
469	Investing in staff, athletics, and students
470	Sustainability. Private 4-year colleges are at the highest risk for closure, so EC needs to find ways to remain nimble, offer something unique that stands apart from other peer institutions, and still remains affordable.
471	Updates to keep up with the times. Most students are student athletes, or students in nursing, teaching, or medical field. I believe that we need to play to the college's strengths and keep building off of these.
472	To stay open and improve its reputation. Small colleges without a big name like Elmira are in dire straits. Look at Cazenovia. This isn't Hamilton or Colgate. You need to increase enrollment, especially with quality students.
475	Develop internships within the Elmira community
476	Increase the student body, get on a sound financial footing, and continue providing a solid education in Liberal Arts as well as preparing students for a career that will support them. This should NOT be done by lowering standards for admission.
479	Recruiting and Admissions
480	Focus on students who can pay demographics, cost control management, Make degrees affordable to attract students
481	Increase enrollment, ability to offer affordable programs
482	Financial stability; diverse community
483	Relevance, enlarging of the world beyond the NY southern tier, providing the students with meaningful experiences in their academic fields beyond the classroom ( Excellent teaching, but how does it relate to real world experience?)



## ResponseID Response

488 Not sure, because I am not involved in the day to day. Hopefully you can retain good professors, an exceptional, vibrant student body and a great infrastructure. ( I was there in 2015 for 50th reunion...too much purple! Ditch the purple air conditioners!)

489 Increasing enrollment and fundraising to become financially stable.

490 More enrollment and financially secure.

491 Enrollment

492 fine tuning available majors - can you spread yourself too thin or is all OK Keeping EC financially attainable for HS students without parental support for a secondary education. I went to Elmira on a Key Scholarship and financial aid and the work program (.75 an hour to work in the laundry room or switchboard). Was very grateful for the support.

494 A stronger financial foundation, a major increase in enrollment.

497 Increasing enrollment.

502 Money

503 1. Maintain visibility and ability to attract students 2. Build up its endowment 3.maintain quality

504 Viable levels of enrollment and reengagement with alumni such as myself who you've run afoul of and turned off over the last decade or so with your progressive policies and programs.

505 upgrade the dining services/ food options!

507 For a sports centered school they dont really have the bigger sports like track and field or football

508 right now it would be the food being served on campus, it is gross and awful quality

509 In the next five years I think there needs to be a change in the quality of the food in the CC.

510 more diversity and a change in community service requirements. I think students should have to complete a certain amount each year to make sure they stay on track since it is a graduation requirement.

512 better food services, better wifi.

## ResponseID Response

513	I would say adjusting the menu at the CC to add healthier options and a more well rounded place to eat considering we don't have many options. I also think revamping the community engagement requirements would be helpful.
514	library update
515	Lack of enrollment
516	Retaining loyal employees.
517	Recruiting students by ensuring strong competitive programs and professors who's research and experience attracts the next generation of students.
523	Standardization of schedules and curricula to match industry standards that appeal to a larger collective of customers rather than the traditions of older faculty and alumni.
525	1) Turf Field 2) Updated Academic Facilities 3) STABLE ENROLLMENT
526	Student recruitment and retention, which ties into the services available to students both on campus and in the local community.
527	Get itself into a better financial situation. Create a more inclusive communication system. Recruitment is everyone's job--but we can't support what Admissions is doing when we don't know about it. Also, Admissions can't promote what we're doing if they aren't around and visible on campus.
528	-Growth in enrollment -A solid direction/purpose/vision other than avoiding financial default
529	Increased enrollment.
530	More house keepers
531	Funding more athletic teams since that is one of the biggest enrollment drivers
535	The food fixing Tompkins
538	Aggressive/Innovative recruitment Improved, updated, maintained facilities Employee satisfaction and compensation
540	An improvement of campus culture, paying the staff wages that encourage them to do their best but also show that they are valued, a handle on the college debt.

**ResponseID Response**

541 Increasing enrollment and improving facilities.

542 Enrollment

543 Gaining admissions. In order to do this the school needs to step up its appeal to prospective students. Res-life getting involved and fun traditions is a great way to make people stay on campus.

545 Increase enrollment Increase information technology Increase online education

550 improve academics and fine arts. hire more women and people of color.

551 TURF FIELD upgraded housing for undergrads better food service in dining hall

554 More resources added into the nursing program, updated dorms due to not being able to live off campus

556 Provide adequate staff in academic disciplines equivalent to maintain current programming and offer the ability to expand. An example, if 40% of students are part of an athletic team, why isn't Physical Education offered as a certification area?

557 Needs to have a focus. An area in which the college is known for excelling in.

558 have no idea

560 To be more competitive in its admissions criteria. More money.

563 a realistic plan that gets the school enrollment, endowment and financial stability in place for a sustainable future. The faculty and staff need to be upgraded as well as accountability and checks and balances for accountability.

564 Increasing enrollment by building up some of its programs again (education).

565 To continue actively recruiting the best, brightest and most talented students! To value and engage alumni as much as possible!

568 Enrollment, retention, fundraising, infrastructure

571 To expand. Offer more financial aid

572 Retaining enrollment.

573 Marketing of programs to drive enrollment and fundraising.

**ResponseID Response**

577 increased student body to financially support a diversified program

578 Maintaining/increasing enrollment

579 TURF.

580 Turf field

581 Recruiting more students, sports students

582 making campus a more safe place

583 Changes to the nursing program and more consideration for commuter students

584 A turf field

585 I think the college needs changes to the nursing program if they are gonna keep one. And better CC food.. more options

586 Putting water bottle dispensers in all buildings.

587 Better food and athletics

588 The food

589 Academics and student relations should be the priority but also the college should fix the pool.

591 Build fences around the campus to limit the passage of strangers

592 Creating a more accepting place for all students with plenty of diverse activities

594 I consider that it is not without any need, just continue to strengthen what has been established up to now and everything will continue to work wonderfully.

595 MONEY! Recruitment (student and faculty) Retention (student and faculty) Identity

596 Financial stability, spend management, steady enrollment and partnerships

597 Increase enrollment, keep traditions alive, keep up with technology advancements

604 I don't know.

## ResponseID Response

605 Increase recruitment, enrollment, and retention. Increase philanthropic support and alumni engagement

607 Enrolment.

609 I think that the college needs to focus on enrollment. I think enrollment is declining and the college needs to work to maintain and increase enrollment. The scholarship incentives offered when I was a prospective student are gone. Of course, money is always an issue, but there needs to be a more conscious effort to recruit students in areas other than athletics. I also think that the arts and humanities are being ignored for business and nursing programs. More faculty and courses should be provided to students in these areas. The humanities and social sciences are foundations of liberal arts, not business.

611 Attracting top students as college admissions lessen Name recognition outside of NY state

613 Grow enrollment

615 Hosting more events to bring in donations

616 enrollment, Infrastructure upgrades community involvement

617 Increase enrollment and improve retention.

618 Establish specialities, attracting good faculty, continued support and awareness throughout the community.

620 Whatever you think is the most important

621 Remaining relevant. Today's students are much different than in my day, the early 1970s.

622 Financial. And, intellectual freedom.

623 Enrollment and technology.

624 Getting and retaining good instructors.

625 Funding. Respect and dedication to each discipline

628 Growth in enrollment to help build financial sustainability.

630 Students/enrollment. That is the number one issue. Without students there is not future.

632 Diverse education.

## ResponseID Response

637	Student needs and asks Y'all prioritize money at the detriment of your students
638	Enrollment Facilities Faculty
639	Expanding enrollment but not losing the close community feel.
641	getting more students
644	Keep high standards
645	Getting enrollment up!
647	I think we need to strengthen our community. We have a lot of excellent pieces but we rarely pull together as a strong community to celebrate our accomplishments and plan for a brighter future. I am strong believer in the idea that "the answer is in the room." In other words, we have within us what we need to grow our numbers and flourish as a college. But, I don't think we are together often enough and I don't think we have given folks an opportunity to share their unique knowledge base to leverage our strengths.
649	Diversity
651	attract good students with a ability to pay.
652	Figuring out how to attract students to our college to pursue their college education for their future professional aspirations.
655	The food needs to be addressed, overall, there are like two or maybe three options every day, and they are spread out to make it look like more, also the overall quality of the food.
656	I don't know
658	To improve retention.
659	Financial strength
664	Stop chasing the latest fads in higher education and just teach. Hilfiger fashion? Give me a break.
668	Increase enrollment
669	Turf field-increase enrollment through athletics
671	enrollment; campus engagement; philanthropic/alumni support

## ResponseID Response

672 food? id suggest water fountains where you can fill bottles in all dorms. Ive heard some pretty awful things about the health center.

673 Increase student population with quality academic students

674 More national recognition to draw in more students

675 improving its recruitment program raising more money

679 Enrollment, tuition costs, and helping alumni who are STILL PAYING AFTER 15 YEARS with loans. More Alumni would be donating much more and being more involved.

681 Making sure it's students are as prepared as they can be

683 Increase enrollment and ensure it has the right strategies, programs, facilities, and people in place to tell a good story about why EC should be a place people should consider in their college search.

684 Stabilize enrollment and create partnerships with employers for job placement.

685 Keeping the curriculum up to date in a very fast moving world. Making sustainability not just a word...development of alternative clean energy

687 I imagine finding qualified faculty - cape able students and financial stability.

689 Students

690 Academic recognition

691 Attract students

692 N/A

693 Enrollment, keeping up infrastructure, providing curriculum to meet future needs of student

694 Stay abreast in technological advances and innovation.

696 Facility updates and maintenance, dorm updates, door access and access control equipment updates, increase video cameras, increased enrollment and retention.

697 Make the campus smoke free.

702 A larger campus to accommodate more professors....more students ..in the colleges traditionally small student to professor ratio.

## ResponseID Response

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703 Recruitment

704 Maintenance of science courses and health careers

706 Engaging with the community more and making Elmira more noticeable as a college town.

709 Having graduated in 1973, I have no current information on the academics or faculty at Elmira. I do assume that it maintains an excellent curriculum.

711 Increase and sustain student enrollment to a level that provides financial stability for the college. The deferred maintenance in Information Technology and Facilities needs to be addressed which will require a significant investment in both areas.

716 Grow the student body to a sustainable level Bring employee compensation to competitive levels to reduce turnover and support the first goal

718 Recruitment, Enrollment & Retention of viable students and qualified faculty.

720 Fiscal strength / positioning for success in an evolving landscape

721 quality students to enroll and a turf athletic field

722 More ways to get all students together

724 Survival. Focus on admissions which needs fresh ideas and a fresh leader.

726 Equality in sports for men and women

727 Figure out the financial situation Restructure Admissions office Recruit better-prepared students Stop admitting underprepared students who we aren't equipped to support, or find a way to support them

731 Access to water, the only places are in the campus center and a broken one in the library. The health center workers, office staff, and some of the teachers need to be held accountable for their attitudes and that they are there to help the students! That is their job! There is not enough financial help for those who don't qualify for loans or their parents paying for them

735 To educate young people for successful careers and to think in a rational constructive framework.

737 Information technology Infrastructure environment Upgrades



## ResponseID Response

739	Creating a culture that appreciates teaching and learning
740	Better integration of liberal arts and professional education. Stronger recruitment of students with enhanced financing available (student scholarships and underwriting program support)
741	A strong financial plan to stabilize and sustain for not just 5 years, but for years to come. Also, in recent years, it has become a regional school for the Southern Tier, at one time, New Englanders (including myself) dominated the campus--let's bring back recruiting to other parts of the North East and Mid West (bookends).
743	Raising money for the endowment so the college can grow as needs change.
745	Grow our endowment.
746	Budget and maintain quality education
747	Attracting academically strong students away from competitors.
749	1. boosting enrollment 2. increasing alumni giving 3. finding a generous and wealthy benefactor 4. finding a niche -- something other colleges do not offer -- that will attract particular students to EC
751	Funding Inflation will push needs
752	Increasing the diversity of the student, staff, and faculty populations Increasing enrollment Ensuring that the physical infrastructure is up to date and used well. Positioning EC in the minds of 10th & 11th grade students who are looking for a smaller college
753	Getting the budget in balance so that Elmira will continue in existence for many more years.
755	Enrollment, expansion
757	majors and enrollment
760	Financial support; recognition; increased enrollment
764	Not going into debt and keeping the school open
768	Nothing I can think of
769	student recruitment and faculty moral/pay/benefits
770	enrollment growth and financial stability

## ResponseID Response

772	Increase enrollment and revenue
774	I feel as if the college needs more on campus jobs for people that need them.
775	Updating the buildings to represent more modern campuses
778	The financial state and providing more support to students
781	Doing better to hear students out about racist professors on campus. Doing better with updates that students actually want.
783	More students and more student involvement
784	Develop student programs that will meet the job needs of today's society such as Information Technology related program. Develop, Implement, Assess, and Evaluate a Employee recognition and retention program that will attract employee talent and improve the EC brand. Improve EC employee culture and make the workplace more inclusive to employees. (A lot of events are targeted at students excluding staff)
788	fix the pool add water bottle fountains and recycling to all building expand towers parking
790	We need to do better with interdepartmental communication, valuing employees (not just financially) and, relatedly, retaining these employees. We also need to invest and continue to find funding for (1) infrastructure and (2) employee compensation/hiring. The former makes our jobs harder and the latter is still affecting morale because employees feel undervalued and stretched too thin in terms of what is being asked.
791	IT, as technology keeps progressing the college is going to need to keep up. I believe that if we keep our tech up to date and running smooth, it will draw more students in.
792	Undergrad online programs
794	Financial security, enrollment, retention
795	Admissions. You need students to make it work.
797	To expand into the current world of online options, in conjunction with the in-person class. This would allow students the flexibility while also being part of inclusion. Not all students have the availability to participate in person, i.e. if they work, they are sick, english not being their primary language. Some students learn better on their own. I think this is a missed opportunity for EC and also a way to expand their marketability.

## ResponseID Response

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798

-have a well-planned capital campaign -receive significant major donations and grants -make the needed improvements to the physical condition of the interior spaces of all buildings -strengthen our weak links regarding both academics and the physical condition of buildings...we are only as strong as our weakest link(s) -improve the aesthetics of needed interior spaces and exteriors of buildings while considering sustainability -have more diversity

4. Please complete the following: “By 2028, my vision for Elmira College would be...”

ResponseID	Response
4	increased enrollment and retention and ability to add additional course offerings
5	A residential undergraduate college offering students the opportunity to develop and thrive...
6	Tough standards academically and great facilities for student- athletes.
7	financially solvent
9	An institution that is at the forefront of professional innovation and a campus that builds leaders within a variety of professions
10	for the college to return to its former glory and that home feel.
13	an institution enriched by tradition moving into the 21st century.
14	That IT infrastructure and Facilities are not preventing students from choosing Elmira as the college they want to attend. That the IT infrastructure is not preventing faculty from exploring new technological advances in their areas.
17	A student in every desk in every class every semester.
18	legacy
19	stable, high enrollment
20	At a comfortable enrollment. Comfortable setting. Comfortable salaries. Better benefits.
21	that the College has increased enrollment to ~1,100 full-time students and has a more significant percentage of diverse students, EC is financially healthy, there is a positive campus culture that values the College traditions while embracing progressive changes important to students (environmental sustainability, IDEA/LGBTQ ). EC is recognized for strength in its academic programs and gained notoriety from the success of the THFBS, and the College is more digitally nimble and has fully online master's programs.
23	an institution known for its excellence in academics and sports

## ResponseID Response

24	that we are a vibrant college of (give or take) 1200 students with opportunities on campus and in the community to participate in things of interest that will benefit the students growth as a functioning adult and give reasons for students to choose Elmira College and ultimately retain them. Also, to have a community that welcomes, nurtures and allows free thought and speech, without being hampered in any way by the "woke" ideology or biases of professors, administrators or staff. To allow discussions of all information on a topic so a student can make their own decision on what they believe about that subject, which should be the mission of every institution of higher learning.
25	...to have a more bustling campus and expanded academic programming to fulfill the needs of today's economy, but retains that small campus feel that allows students to make quality connections with each other and their educators. Also, I think we need to make the campus a more central part of the community where people can go to take in unique arts and other programming.
26	to become a leading higher education institution that blends in the liberal arts principles with a hands-on, transformative, and experimental learning style.
28	Financially stable.
29	A place any high school student would want to go. Cheaper tuition Beginner part 1 classes available both terms
30	More beginner classes throughout the terms instead of just term 1. A better way to pay for tuition as many had to leave due to this.
31	Cohesive programming that is clear to students, staff and administration
33	a vibrant college community with engaged students and innovative and inclusive programming
35	A school where you can build your own future by taking the courses you want, to benefit your education and future career choice.
40	250-300 students per class.
43	A more diverse student body, who feel welcome and able to learn.
44	To have a wonderful environment of learning and student affairs
47	... recovering and beginning to prosper.
50	full classes

## ResponseID Response

52	Light at the end of the tunnel.
53	See Elmira College become financially stable, and working to upgrade the College to a modern educational setting.
56	A small, liberal arts college that has a secure footing from which it reaching into new, promising fields.
57	Demonstrably higher quality students and faculty from tier one schools. Reputation is a great deal of what we have to go on. Strengthen after graduation job opportunities.
58	No idea
60	A small undergraduate institution of ~1100 students that is student-centered, financially sound, and has active student-life (like we had pre-covid)
62	That it continues to attract the best educators and students.use students as ambassadors among high schools; offer attractive compensation to professors, eminent in their respective fields
63	A lacrosse school
64	a selective enrollment private college that has maximized student enrollment by providing state of the art athletic facilities and competitive academic programs
66	SUNY school
71	to see enrollment numbers over 850
72	The addition of more graduate programs like Communication Sciences and Disorders.
74	... to be financially solvent and a growing and stable work place.
75	Growth to recognition as the academic leader that it strives to be.
76	Keep on pushing for good teachers and students to match.
79	Over 1000 full-time enrolled students.
82	1500 undergrads
83	To be on the path to doubling enrollment, present campus as the place to be in central NY. Have a turf field, top of line facilities, and most interactive classrooms

**ResponseID Response**

84	preparing graduates for careers in their field of study
88	To be financially stable
90	STUDENTS WHO ENJOY THEIR COLLEGE EXPERIENCE AND ENCOURAGE OTHERS TO ATTEND THE COLLEGE
91	A thriving on-campus community and a thriving online presence.
92	By 2028 my vision for Elmira College would be to go back to basics and simpleness.
93	Have enrollment to 1000 students
96	to continue to provide a robust education to all students while cultivating their engagement in the community and exploring their varied interests, aside from only sports.
100	higher academic prestige
102	A place to get both community and educational foundations for future uncertainties
104	Still around?
105	A top 5 private NY school to attend for academics and athletics
110	Continued growth
111	Having more liberal arts majors and better connections with the community.
112	a successful institution of higher education
116	Reversing priorities from question 1.
118	\$100M endowment 1,200 students selectivity under 50%
120	still rich in traditions, increased enrollment, and thriving student body and educators.
121	for it to be thriving academically and have full dorms at max. capacity.
122	Where critical thinking and solid reasoning are most important.
123	To see the college ranked within the top 25 small colleges.
125	an active campus, with smiling students who embrace their education.

## ResponseID Response

126	Similar to how it is today
127	To keep the College moving forward academically, financially, athletically, and to keep up with all the technologically advanced the future may bring.
128	To provide more opportunities for a wider range of capable students (visual learners)
129	To be a place where a diverse student body is successful in the future and thereby supporting the mission, vision and financial stability of the college for the long-term viability of Elmira College.
130	By 2028, my vision for Elmira college would be for enrollment to be 1000 students
136	My vision for EC would be that it reestablishes academic programs while also bolstering student engagement, especially by encouraging students to take a chance at revolutionizing defunct clubs, like The Octagon. In order to truly be successful, Elmira College must also continue to be a beacon for community involvement and should in whatever ways possible strive to encourage students to develop the broader Elmira community.
140	Graduates will be taught a profession that is usable and pro -capitalistic oriented.
143	Updated classroom and dorm technology and living quarters to attract and sustain enrollment. Support and Leadership staff hired that are competent and dedicated to establishing systems that support financial growth and stability. Historic buildings renovated to function.
145	Financially sound and having sufficient number of applicants to keep the college viable.
150	80% of student population should be non-white.
151	A school of dynamic learning.
153	To continue to be operational.
154	To increase enrollment by focusing on providing excellent academic opportunities and a campus culture that appeals to modern students.
159	A thriving intellectual and safe community for innovative ideas and technology
160	on the way to financial stability while maintaining the traditions and experiences that have made EC such a wonderful school throughout the years



**ResponseID Response**

162 financial security

164 To continue providing the undergraduate the tools needed to be ready to engage themselves in their chosen vocational future.

167 1,000 Students with a strong admissions backlog

168 to continue to grow and keep a diverse population that recognizes the value of the individual.

170 Div 3 athletic powerhouse

171 CAREER ORIENTED COLLEGE

172 a thriving campus with increased enrollment and retention with graduation outcomes that make Elmira College a compelling choice for future students and deepens an alumni base committed to giving back to EC.

174 Growth, an active/vibrant campus - with many career paths available

181 an institution of higher learning that is nationally recognized for its quality programming.

190 Achieving a full capacity enrollment (no closed residence halls) that would provide financial viability and sustainability leading to targeted investment in cutting edge academic programs.

191 a thriving community with relevant course offerings/majors and online learning to bring it into the 21st century.

193 that enrollment has increase by almost two-fold, and a multitude of new academic and athletic opportunities are more available for students.

194 Hoping that it's doors are still open.

197 a robust student population that is engaged in the campus activities, clubs, and events with strong academic programs that appeal to students and an engaged, donating, alumni pool

198 A welcoming, friendly place that offers a variety of courses and majors. Elmira will educate it's students in their field, provide field experience, as well as life long friendships through social activities.

202 A college that meets the standards of academic excellence and upholds traditions.

207 higher enrollment, more job security for faculty, high quality faculty, high retention.

## ResponseID Response

208 My vision would be a campus that works together to increase enrollment and provide activities on campus to the student body as a whole.

209 The possession of more property around campus to enlarge academic buildings and student housing

210 thriving, engaged alumni pool of donors and contributors to the community, a student body that is steeped in tradition and recognition of the community and opportunity that EC provides.

211 A college that challenges students to think independently, to create an environment that encourages ( allows) students to speak their mind. Thanks employ teachers who also have a spectrum of opinions that encourages a dynamic environment of learning!

213 Yeah, I cannot comment...

216 To continue to meet the changing times by striving to achieve a diverse highly reflective student population and faculty.

221 Concentrations on your student/scholars and your incoming, new scholar-teachers. Big "time" and "money" investments. Strengthen all sport activities: coaches and aspects of the sports themselves

224 that it is financially stable with a strong undergraduate and graduate student population.

225 Hundred percent enrollment.

226 A financially sound higher-ed institution that can afford to close one dorm each year for renovation. A small school that appreciates its history and doesn't try to be too fancy -- Meyer Hall is too fancy, in my opinion.

227 substantially increased enrollment numbers and a larger endowment to ensure longevity

229 a more well rounded environment that prioritizes student education and experience over faculty reputation.

234 Keep the size small, enlarge curriculum for health related degrees

235 A stable institution of higher learning

237 Adaptable to the world as it changes and a place that leads in liberal arts education that creates students who can help solve difficult problems we face as a society.

238 "...a senior living center with great parking lots."

## ResponseID Response

239	Large support circle for students. Parents, staff, faculty and community. Plan for post graduation and continue success.
240	A thriving campus filled with curious, students seeking to get an incredible four year education in their field of interest. An academic staff that is committed to engaging all students to the best of their abilities. Extracurricular sports and activities that draw students to the college. And a loyal and participatory alumni population that returns to campus regularly, donates at the highest level possible and helps to build awareness in their community about their alma mater
241	An improved program in educating students to become teachers who have the ability to engage students for success. The program offerings will include more hands-on course and several two year degree programs that can stand alone or roll over into a Bachelor' Degree (i.e. Alfred State and Wellsville Vocational Campus).
242	A small college that provides high quality education and a continuing sense of community.
243	To have increased enrollment and graduating students that will be successful in their field. To update facilities and infrastructure to support new learning expectations
244	Increased enrollment by students who are staying all four years.
245	...Creating strong programs in health care education.
247	Develop more STEM opportunities, Work with area businesses to meet their needs for graduates
248	To have taken steps to return to the traditions and essence of what Elmira College is-- not a company that has lost its soul to make money. But an institution that has adapted to the current climate and yet was still keeping true to itself
252	A vivid, diverse college with a sound financial plan and leadership that will meet all future challenges.
253	Expansion of student numbers by enhancing the college experience to attract students from around the country
254	Financially and emotionally inclusive programs,
255	More students and more diversity
256	A small liberal arts college that has increased enrollment and offers a diverse academic program

**ResponseID Response**

257 Thriving college that engages students, staff, faculty and alumni

260 a larger student body, better relationship with the greater Elmira community, and a place to have fun while getting an amazing education.

261 Staying Competitive with similar colleges.

262 To provide a well rounded education to its students and offer exceptional career services to increase job placement.

263 Meeting the needs of students of that generation and being accessible to all. w(Still open and offering quality degrees in fields that are evolving and relevant with society and technology at that time.)

264 to admit more local students

269 Full compacity

271 an academic institution supportive of the Elmira community and dedicated to educate those wanting to acquire skills to support their families and society.

272 Continue to be a great academic institution with a small campus vibe yet offer more for the students academically.

273 1)Stabilize the decline...Financially and Enrollment 2)Connection to Alumni ... Annual Fund 3) Upgrade sports facilities...Hockey got you to the dance 4) Quality education and experience with lasting memories

275 to increase enrollment, return the campus to the former state of beauty and to make it affordable to more families!

277 A strong, healthy and vibrant school. Welcoming diversity while still relying on alums to bring new ideas and students to EC.

278 To be a financially secure private college that offers opportunities that SUNY schools cannot

282 Academic success for all students

285 To be an integral part of the community, have a large student population and be visible in the community through volunteering or Internships

286 a return to the focus on tradition and camaraderie that was present from 2010-2014 and a competitive set of athletic teams.

## ResponseID Response

287 It is very difficult to dig yourself out of the abyss your have created in five years. 1) Increase admission requirements 2) Seek faculty that is of a higher quality 2) Make a concerted effort to promote the college as a serious and competitive college of higher learning rather than a second rate sports college.

289 Strong endowment with strong annual giving by consistent contributors. Each class FR through SR and graduate students at full capacity. Maintaining competitive tuition charges.

291 Awesome small college opportunity

294 Thriving with multiple sources of revenue so that there may be some new buildings and renovations to existing buildings.

295 Strong endowment, professors skilled in applying real world experience to their students and a sense of the history of Elmira College.

296 Strong leadership, Strong Board of Trustees New innovative program

299 continuing to excel in offerings/programs

303 Financially viable, low or no debt, at least break even enrollment, and a much more rigorous fundraising program.

304 Increase student population with overall increase on student academic quality

305 Competing with colleges with similar styles but top level small schools ie: Vassar, swathmore,Bowdoin,c Colgate etc

306 For it to obtain higher enrollment of students and obtain financial stability.

307 To have so many new students that new dorms would have to be built

308 To maintain enrollment, high standards and be well endowed

311 To have enrollment increase, to recognize loyal hard working faculty, & to be transparent & honest regarding fair & equitable pay.

312 IDK

314 An institution with increasing enrollment that gives students a unique education without compromising the fundamentals students need to compete with graduates from larger institutions.

315 In my wildest dreams, enrollment would be double what it is now. The Hilfiger program would be thriving. Alums donations would be up.

## ResponseID Response

316	To continue its partnership with the DO school and expand its role in health sciences.
317	By 2028, my vision for Elmira would be to remain in the top rated schools for value and education.
322	The College should find one or more academic niches that are needed and wanted in our modern society to set itself apart from other colleges. The College should retain its strong sense of a campus community.
324	As many students as the facilities can handle and academic programs that attract quality students.
325	For it to still be open
326	A well known (nationally, not just regionally) and positive institution providing a high quality education leading to well prepared college graduates with employable skills as well as high ethical and societal standards.
328	More well known for its legacy and student leadership
329	to be more widely recognized
330	Thriving, long-term growth
331	A small college with a diverse student body that prepares students to shape a more just world
332	a thriving educational environment for students needing a smaller, close knit hometown environment
335	to have a reduction in debt, increased endowment and increased enrollment.
338	A vibrant campus where outsiders understand what EC has to offer.
339	To see it flourish and be able to maintain the old charm of the college without building unnecessary new structures.
341	Have strong students with focus on personal goals without wokeness
342	to have a stable enrollment, enough to sustain the institution and for it to be a model for other liberal arts colleges.
343	a polished small liberal arts college with some career-focused programs.
345	A school that has a larger enrollment number and has become perennial leader in multiple athletics programs in our region

## ResponseID Response

346	To maintain the current infrastructure but to become more competitive and better known.
347	By 2028, my vision for Elmira College will be less turnaround rate. More significant numbers of students are coming and staying. Be the light that the city of Elmira needs.
348	A leader in education.
349	A well endowed, financially stable, strong college that has the assets to stay current in technology, staff and teaching facilities.
350	to continue being an exceptional liberal arts college by achieving financial stability, increasing enrollment and world-class faculty.
351	financially stable, value for the money, positioned centrally on the woke spectrum, very high quality education quality student experience
352	That it has survived the downward trend in small, private college enrollments.
357	a respected higher education institution known for providing a diverse student population with innovative, grounded and thought provoking background well prepared for meeting the needs of communities and employers.
360	for a college that promotes excellence through programs that are relevant to America's needs in education, technology, and human relations
363	I do not know enough to say except for survival.
367	by 2028, my vision for elmira college would be for it to offer more majors and programs
371	Providing high quality education to groups of students from many places
372	one that is associated with a positive social and education experience
373	Financially sound, large endowment, more schloarships
374	a diverse school that fosters intellectual curiosity, academic growth, and career readiness, with increasing emphasis on engagement with the surrounding community. The school's reputation would be that of an academically rigorous but fun tight-knit college community set within a small NY city with an organic flow between the two entities.
378	. . . that it was thriving, supporting the community, and providing a high quality education for its students.

## ResponseID Response

379	To be heading up the hill towards a thriving institution.
380	Enrollment filled to capacity and little to no borrowing to fill budget gaps. To secure more grant money and trim the duplication.
381	to have a viable, sustainable student population. An institution that is on the cutting edge of academics, facilities and student experience.
385	A top choice small college for students.
386	A small-private liberal arts college that survived the pandemic, and is at full residential and student capacity.
387	Not sure, but I love when I see EC on best small colleges lists.
389	Fewer sports teams and greater emphasis on the liberal arts, as it was founded to do..
390	increased enrollment
391	I am only an adjunct professor. As a result, I don't feel qualified to answer this question.
392	More rigorous course expectations
395	Upper echelon small private liberal arts college
398	Simply for Elmira College to be in a better position financially that would support a better student experience.
400	By 2028, my vision for Elmira College would be more diversity, more creativity within clubs and businesses, more culture, more events made by many students and creating new traditions within the community. Most importantly a stable fashion business program, more development for the EC2 team, and amazing opportunities for futures students interested in the fashion world.
401	A bustling campus full of activities and communities of learning for students.
404	A university
410	To make sure the magic is back.
412	Vibrant!! Active part of the community Be known for something (excellence,value,activity, find a niche (maybe non liberal arts)



## ResponseID Response

414	1. Redefine the vision, goals and objectives of liberal arts education between now and 2050. 2. Redefine the targeted age demographic for undergraduates at Elmira College (18-22 year olds). Should programs be instituted that strive to capture the very large segment of the newly retired population in our society? 3. Provide leadership for what an undergraduate liberal arts education means for this part of the 21st century.
415	A completely full college that is financially stable
418	double enrollment. Make the hockey team a Division 1 program
420	outstanding and well recognized academics
422	Better academic reputation
424	an institution clear about and confident in its identity and purpose and still viable
425	increased and consistent enrollment; plenty of campus life events to keep students busy and happy; positive academic reputation in terms of average GPA, graduation rate, and challenge of courses.
426	an institution that continues its mission as an affiliate (or a merged component) of another college or university.
429	For the president and the board to make significant changes that will allow Elmira College to thrive again. It has been YEARS since the college was a thriving environment and it is time for President Lindsey to make a significant change to our campus community. Turf IS the answer.
442	That we are between 80 or 90 percent full with happy and fofilled employees
443	the degree of cooperation between the trustees, administration, faculty, and students all work to the advantage of the campus-wide community
444	a diverse educational institution with online degree options with a robust advancement and enrollment departments.
445	more opportunities for students and better house and food.
446	stable enrollment that supports budget
448	still around
450	Increased enrollment to around 1,200 students. Offer strong financial aid. Offer academic programs and educational experiences that draw students to the college.

**ResponseID Response**

452 The school is back on track financially and focused on the full achievement of its students.

453 Thriving liberal arts college preparing students for current professional and technical jobs

454 That it maintains a sense of community and belonging for all students.

456 To be a strong, vibrant college with 1600 students and a reputation for academic excellence.

457 Upkeep of facilities. Continue to change curriculum with the times. Provide post-graduation employment assistance.

458 To continue to provide opportunities to students in a unique community setting

459 See above.

461 A strong small liberal arts college that provides a challenging curriculum that prepares students for graduate school or careers.

462 Have my oldest as a successful junior and be a sound academic choice for her

463 To be fiscally healthy (without creating a major burden on students) with a diverse student population.

464 a beautiful, small college that facilitates students make their dreams for the future come true and a place where faculty are valued as keepers of the faith in our small college."

465 Healthy in finances, enrollment, and merit-based advancement

468 To be an outstanding private college.

469 More activities for students, more availability to mental health resources

470 Reduced debt and sustainable growth.

471 To have turf, admit more students, and have more buildings (property).

472 to stay open.

475 A key player in the redevelopment of the Elmira area

476 Get the college on a sound financial footing and increase student population back to over 1,000.

## ResponseID Response

479	Increase Admissions and continue improving the Academic experience for the students.
480	Drive enrollment Institute financial sustainability Establish a culture that can sustain the vision of the institution
481	Drive enrollment Institute financial sustainability Differentiated student experience
482	to create on/off campus opportunities for students, faculty and staff.
483	Financially solvent, relevant to the needs of students & the communities they will become a part of after graduation, a leader in carefully determined majors-fields of study (no college/university can be great at everything) Involvement of alumni in any creative manner you can imagine & if possible valuing the knowledge, expertise & familiarity of retired faculty & administrators willing to donate their time ( i.e. I am still involved in programming & fund raising for the New England university I retired from in 1994 to the degree that the Alumni Director spent a a day with me last week on her trip between alumni events in Florida & D.C.) We are honored to help & just need to be asked!.
488	See the above. However I would love to see it more affordable for students.
489	financial stability, a thriving community of students learning to lead in the modern world.
490	to continue the wonderful feel and experiences, both in small groups as well as independently, that are shared with the students preparing them for the future no matter what major they choose.
491	a student body of 1200 students with a bright future and receiving generous support from its alumni.
492	that EC continues to be a solid liberal arts education for students with evolving specialties.
494	A financially stable version of itself with enrollment 30% greater than the present and growing..
497	Larger cohorts in all major programs i.e. nursing, education, business
502	In better financial situation
503	A top tier small liberal arts school with diversity of students and academic programs.

## ResponseID Response

504	the welcoming and engaging institution much like I experienced upon arriving on campus in 1996.
505	to make the college/ campus more accessible for disabled students
507	My vision for elmira college would be the same as it is now
508	would be for elmira to be way farther then they are now with general updates around campus and more resources offered to the students
509	More healthy and good quality food, a safe and inviting place to go.
510	for the school to have more majors
512	a bigger population and the ability to go into the community and feel welcomed.
513	A dining hall that majority of the campus actually enjoy going to eat at
514	a legacy for many people
515	Out of debt, more student jobs
517	Having 100% filled doors with students and cutting edge technology and courses making it an attractive institution. I hope to see term three study abroad programs become a big aspect of the unique aspects of things the college has to offer and old and new traditions revisited and explored.
523	To offer a globally competitive curricula with a small town feel specializing in business and economics and finance degrees that appeal to the small classroom and community preferences.
525	A thriving sustainable small college
526	an institution where the pride has returned. Pride to attend EC, pride to work/teach at EC! By 2028 I hope that EC has found their identity in terms of who and what they are, and begins to build strategic program to draw quality students not just from New York but from across the country and internationally as well.
527	strong financial backing; a sense of community and belonging amongst employees, as well as the students. As we recruit more international students, we need to ensure that there are opportunities for them, such as campus employment. Instead of complaining about athletics, embrace that we are a predominantly athletic school and cater more to them while still bringing all non-athletic folks along with them. If everyone has school pride, then the support will follow.

**ResponseID Response**

528 Regional leader in at least one area or program

529 Best Liberal Arts College in key geography.

531 increase in enrollment through athletics such as adding a turf field so that we can have more sports that have large rosters (lacrosse)

535 Better then ever before

538 ...active and busy campus ...energy filled and engaged staff and faculty  
...recognized for tradition and adaptability

540 A campus that is lively and an active student body.

541 An increases in student numbers and improvements to aging facilities.

542 Maintain standards and increase enrollment

543 By 2028, my vision for Elmira College would be an increase in admissions, cheaper tuition, and a more interactive campus.

545 higher student enrollment, thriving online degree programs and more diverse faculty.

550 A college that has top programs and faculty and honors it's history of a women's college.

551 By 2028, my vision of Elmira College would be where it once used to be. Filled with students and a lively campus

554 Hoping it remains open and running

556 to have an enrollment over 900, provide a high quality program, and be a college parents are proud to send their children.

557 No larger than it is and academic excellence.

558 become more academic

560 I'd like to see Elmira become a more competitive liberal arts college

563 full enrollment, financial solvency and educational/extracurricular activities for the students

564 At least 250 students in each graduating class.

## ResponseID Response

565	To continue to be among the very very best liberal arts colleges in the United States and abroad !!!
568	a thriving liberal arts and sciences college better connected to its surrounding communities and top employers.
571	To expand enough to be called a university. To have more diversity among students and staff
572	Full enrollment and a roster of relevant 21st century majors.
573	A full campus as the place to be with future ready students.
577	I hope to see the dorms full with a student body of 1000 to 1200 students with a diverse student population and well qualified teaching staff. This staff needs to support programs that are of interest to modern students of a variety of backgrounds and employment opportunities.
578	Have an even more positive impact on the region
579	More athletic based, bring back lacrosse.
580	Bring back lacrosse
581	a happier healthier community
582	a safer environment and better food
583	more consideration for commuter students, technological improvements (better computers, better printers)
584	By 2028, my vision for Elmira College would be to be more prosperous for athletes
585	closed if things do not change.
586	For the Meier elevator to be faster.
587	Bring back lacrosse and have turf field
588	better food quality
589	For the students to have a clear understanding on who to contact for questions or issues.
590	To include more than just the athletes for alumni weekend events.

## ResponseID Response

591	A very prestigious and recognized school throughout the country and countries around the world.
592	a wonderful, diverse, school
594	A college that will have good recommendations from all the students who have passed and will continue to pass through this wonderful institution. I believe that to date, with the increase in international athletes, it will be one of the colleges with the most sporting achievements from now to date.
595	Keep the traditions, the songs, the colors, the uniqueness of the experience. Anyone is able to go to college - not everyone is able to have the experience too. Elmira is not SUNY, SUNY is not Elmira. Go back to marketing for the "special and unique" students not looking to get lost in a large university system. Look for those students who want to be a big fish in a small pond in order to approve candidacy for grad school and higher learning, for the one-on-one professor/student mentorship.... go back to the 1990s. AND, PLEASE, listen to your alum. Especially us women. Not only are we most likely controlling the "check book", we are dictating the board rooms now. TIME, TREASURE and TALENT. USE US!!!
596	Promoting their financial stability and improve the student experience through smart investments in athletics
597	Full dorms every fall
604	NA
605	Increased funding and student enrollment/retention
607	Becoming a school that has a higher turndown rate
609	a commitment to increasing enrollment and a commitment to rebuilding the humanities and arts at the college.
611	Student numbers near capacity without lowering of standards
613	To have at least 1,000 students
615	to see my alma mater continuing with the traditions that make Elmira so special
616	A thriving steward of the local community, known for involved student involvement and a robust campus culture
617	a sustainable level of enrollment and a vibrant College community.
618	Small collage that specializes in _____, _____, _____

**ResponseID Response**

621 An institution rooted in a proud oast with an eye to the future.

623 To build on the traditions of the past to remain relevant in the future.

624 probably the same

625 A college improved through additional funding and care, concern and dedication to each discipline

628 At least 10% growth in enrollment, continuing to offer cutting edge programs such as communication disorders, nursing, business, teacher prep.

630 Thriving with an enrollment of at least 1,000 students or more.

632 A leader in educating its graduates, to be come leaders in their field of study and/ or their communities.

637 A place that's better than it was for me

638 Academic excellence with a spirit of service.

639 a highly competitive private college offering the needed skills of the current job market.

641 having a robust college that will continue in the future.

644 Good education.

645 honoring the traditions of the past and embracing the future.

647 A larger student population; stronger and more unique programs that stand out among other area institutions.

649 80% students of color

651 still be in business,

652 To attract more students.

655 By 2028 I vision Elmira to stop upper prices for everything on campus.

656 helping it's graduates get careers

658 to return to all of our traditions the way that they were before covid.

659 Continued responsible growth while maintaining unique charm



**ResponseID Response**

668 Back to 90% capacity for the student body

669 A financially stable institution with 1,000 students enrolled.

671 that enrollment is at a sustainable level, campus engagement is thriving, and we are focusing on diversifying and expanding our program and degree offerings

672 uh idk man

673 A growing school with more science oriented programs and more math programs. Graduate degrees in the various programs cited above including PhD degrees would be necessary eventually.

674 Increase student body

675 a college with better financial support

679 To really address the issue of enrollment and highlight the good programs they have (education, business, speech/language) rather than making small new programs.

681 Strong academic offerings with pride of its beginnings

683 that it is on solid financial ground, has new and attractive programs available, at least 1,100 students and successful athletic teams (which are a great source of recruitment, retention, and marketing).

684 Confident about its future

685 Environmentally sound

687 A school that offered fine educational opportunities and a strong athletic program.

689 Focused on growing the schools/degrees that are gaining focus

690 Highly respected and well known college..

691 Well respected college focused on preparing students for careers

692 All OK.

693 Finds it's education niche and thrives

694 Continue its Tradition by Supporting Student Growth by offering multifaceted Learning Experiences

## ResponseID Response

696 Increased enrollment, high retention rate, sufficient operating budget to satisfy needs, and budget surplus.

697 Make the campus smoke free.

703 to become a bit more selective

704 Continue solid education on the beautiful campus Keeping education focused on careers and not woke type excesses

706 By 2028, my vision for Elmira College would be to have better community engagement and bringing in more students from the local area.

711 That Elmira has attained a student enrollment level that is sustaining the institution financially, and perhaps even beginning to challenge the institution from the perspective of classroom and dormitory space. That the Information Technology environment on campus is on-par with or better than our competitors and attracts students rather than keeping them away.

716 1200 students Employees are paid competitive market salaries including faculty members according to respective disciplines

718 a thriving campus with a diverse and prepared student population. Engaged faculty that have been given the resources to do scholarly work and improve teaching skills.

720 to be vibrant gem of a school that honors its past while embracing excellence and pursuing innovation.

721 a well funded, full to capacity institution

722 a very diverse loving community

724 Get back to 1,000 students and have all employees get higher pay.

726 A top tier university that offers all programs and sports teams for everyone

731 More inclusive for lower income students. Has a productive outlet for student complaints

735 To be a successful and financially independent educationally institution.

737 A more Secure and more UpToDate and stable Information Technology infrastructure environment

739 financial stability and more academic/cultural opportunities for all members of the EC community

## ResponseID Response

740	to continue embracing its strong liberal arts foundation with better coordination and integration with sponsored and professional programs while enhancing its contribution to the community and region.
741	to still be open and relevant.
743	A stronger college offering courses that are needed in today's society. All medical and business tech courses are needed.
745	The college would continue to offer a rigorous academic environment that allows students to be prepared to enter the workforce has world changers.
746	Financially secure, quality staff, changing programs relevant with future trends, strong athletic endeavors.
747	Becoming more well known for a number of reasons including the Tommy School Fashion School of Design. Having a more interactive town for students.
749	either for it to once again have more than 1,000 undergraduates living on campus, or else to learn how to survive -- and maybe thrive -- as a smaller school of 800 or so.
751	Recognition as a great undergraduate preparation for any future academic or vocational pursuit
752	that the college is known for its diversity of students, faculty, programs, and thought.
753	I don't have a vision for Elmira's future in 2028. If anything, keep classes relevant for careers available in the job market.
755	To see more of a multicultural college at full enrollment
760	A viable, thriving small college, highly recognized for excellence and viewed as a 1st choice by prospective students
764	a strong private school with family ideologies where all students are treated with respect and equality.
768	N/A
769	1200 students and the faculty would be getting a living wage (I make less take home now than I did when I started this job more than a decade ago).
770	a thriving institution that has secured its future in the changing higher education landscape

**ResponseID Response**

772 Enrollment over 1,000

774 for it to be at its best for students that need all the support that is needed.

775 I hope it is not closed or bought out by another school

778 Still be a good college, hopefully having a lot of sports and clubs still running

781 a better and cleaner campus with a larger diversity program that actually protects and listens to their students

783 that there would be a lot more student retention

784 an innovative and inclusive college that works together following business best practices (no silos), and ensures that they provide the best work and educational environment for students and all employees to develop and execute the skills needed to continue supporting and developing our community and society.

788 a functional school overall

790 a strong and tight-knit community of students, faculty, and staff that are energized and supported by these close connections and, as a result, willing and able to address the challenges of the future together.

791 a thriving college who keeps within budget.

792 A social worker or school guidance counselor program

794 Stable, secure, warm and lovely, with a wonderful community of people on campus

795 Fully enrolled. Clear focus for future success.

797 To be a more inclusive and adapt to all kinds of learning styles, not just those of strictly in-person classes.

798 4. Please complete the following: "By 2028, my vision for Elmira College would be..." -300 incoming first year students -have 1200-1500 full-time students enrolled -improved physical facilities - have more interdisciplinary academic courses, programs and majors -a more diverse community across campus - having well-equipped maker spaces that are fully functioning and staffed

## 5. From your perspective, what does Elmira College need to do to achieve that vision?

ResponseID	Response
4	cater to needs/wants of students and parents
5	Build enrollment, enhance brand identity, upgrade facilities
6	Fundraise locally. A lot of money is out there. We need to build relationships with companies such as Corning Inc, Tioga Downs Casino, and etc. These companies are willing to donate money. Local HS are getting grants from the state and donations to upgrade athletic facilities. We are behind every school in the Empire 8 and in the region when it comes to athletics.
9	Be willing to take risks. Be willing to change some methods and policies, and explore outside of the box.
10	Try new things, ask for advice, become more immersed in the community on and off the campus, give back.
13	Invest in its people and buildings.
14	Funds need to be raised or allocated to upgrade and improve both the IT and Facilities infrastructures.
17	Invest in recruiting. Hire experienced and motivated Admissions people. This will be expensive, but we need students before we end up like Cazenovia.
18	pride
19	Money
20	Bump up scholarship levels. We are below our competitors. Our top scholarship of \$22,000 is the THIRD highest scholarship at Keuka. Turf Field.
21	Continue to focus on increasing enrollment by ensuring all programs are explicit about how they help prepare students for future careers, develop additional pathways for students (new articulation agreements, additional partnerships with the area community, collaborations with alumni and/or other "big names" to further brand recognition, etc...) analyze admissions practices to reduce barriers and increase the number of first-generation students, create metrics and goals for reducing carbon footprint/increasing environmentally sustainable practices, invest in digital platforms and human resources that will enable fully-online programs, conduct a review of the College's culture to identify metrics and goals toward improving the attraction of and retention of students from diverse backgrounds - including students with disabilities.

## ResponseID Response

- 23 Reach out to non-traditionally aged students Find ways to recruit young student who may be financially challenged in order to compete with "free tuition" in state schools
- 24 Find reasons why students would want to choose Elmira College as there first choice. Here are a few ways of doing this: 1) Expand Athletics 2) Stress the musical theatre arts clubs and programs that use to be strong here. 3) Add programs that are unique (example: 3/5 Physician Assistant program, Master in Nursing, Nurse practitioner program. Feed off the areas need for health care and the interest LECOM brought to the area.
- 25 We need to make sure that people around our region know we're here and can provide many quality options for higher education. Also, we need to make sure we support academic programs so that they are equipped with the resources to compete against other colleges and can ready students for real world employment. In addition, we need to focus on entertainment (small concerts, etc.) that could bring in people in from the surrounding community at times.
- 26 From just a vision perspective, I think marketing our programs' strengths using statistical data on outcomes, expected job growth (in each academic field we offer), internships, case studies, and documentation of average salaries (plus the percent of true students from that major now working in their desired field) of graduates 1, 5, 10, 15 years following graduation. We are missing the boat on a huge demographic of online learners. These tend to be non-traditional students or students with severe social anxiety that we don't offer programming to. The last thing Elmira should look into is the creation of a football team. We have numerous high schools, or the domes that we could play at. Hilbert College added a football team this past year and saw the highest spike in first-year students in its history - according to a staff member I spoke with at a college fair. An additional 60 incoming students at an average of \$15k (net cost) would be a shade under \$1 million dollars. Not to mention the additional opportunities that could be created with having a marching band, cheerleaders, homecoming weekend, internship (sports management) opportunities, and suddenly residents from our local area would have a college football team to get behind!
- 28 Distinguish ourselves from our competitors in meaningful ways. Students need to feel value for the cost they are paying.
- 29 Talk with respective staff and personel
- 30 Have more payment options and ways for students to achieve getting the money for school.
- 31 Faculty meetings, set clear expectations prior to term beginning

## ResponseID Response

33	Overhaul admissions - staff seems out of touch and not engaged or knowledgeable about the offerings at the college despite attempts in educating them. We need to raise funds (a campaign) to invest in programs, facilities and people.
34	a more robust and engaging resident life
35	Instead of having caps on classes and making certain classes required, let students sort of have free range with what they want to take.
40	Admissions.
43	Better training for faculty around issues of racism and acceptance Better facilities that are accessible to students with disabilities Faculty of color and the ability to have pride in diverse identities No more tolerance for "science is colorblind" and related myths
44	Create a more fun and inclusive environment
47	Stop creating new niche programs, especially at the expense of existing ones. Do a better job of marketing what we already have.
52	Execute the plan that is in place. Keep our heads down and continue to work hard. It is going to be a great feeling when things turn around.
53	Elmira College needs to increase revenue and prioritize the areas it wishes to focus on first, understanding that certain areas will need to wait until funding is available.
56	Stress its strengths, don't overextended financially, and engage as widely as possible with the wider region.
57	Find the magic point between high standards in students faculty and what is on offer. Balance that with cost to offer high quality. Again reputation. Branding.
60	See question #3. We need to really focus on recruitment and retention. Right now it seems admissions is kind of isolated and the faculty are not involved in admissions as much as they used to be. I have not had a student sit in my class in 4 years. It used to occur a couple of times per term.
63	Invest in a turf field
64	Invest in infrastructure
71	Offer new relevant programs and expand hybrid/remote learning opportunities.

## ResponseID Response

72	Use community resources and establish a curriculum
74	increased enrollment, get class sizes back to 250 or 300 consistently. We cant effectively sell our school without the infrastructure to show off. We are competing with much larger state schools and in a market in which they exist as a free option for many of our students.
75	Survive this student drought and excel academically.
76	Get and keep the right people in leadership.
79	Money to entice prospective students to enroll.
82	Raise admission standards and package them accordingly. Make it affordable for the 1050-1200 SAT range
83	Spend money, invest, have donors step up, get grants
84	continue developing curriculum with carrier goals
88	Up enrollment
90	EXCELLENT RECRUITING
91	Our technology is woefully out of date. Some of our faculty are... reticent to learn new methods of instruction.
92	Interviewing former students from the last 20-plus years to determine why they chose EC. Also removing some of the major programs.
93	It will become irrelevant with such a small student body!
96	Promoting the activities fair (if this still exists), have departmental get-togethers, continue Encore, etc.
100	hire only phds
102	Remember the past
104	Communication is key. In addition, long term planning and communication of those plans. During the administration following the departure of Dr Meier, several old traditions were lost. Those traditions are what tie alumni (and their donations) to the organization. In speaking my multiple alumni, a common sentiment appears to be "that's not the Elmira I remember " The current administration appears to be trying to rectify this, but it will be an uphill struggle
105	Recruiting, winning, and hiring more staff for various programs



**ResponseID Response**

106 Funding

110 As I have been away from the college for decades it is difficult to answer this question but I am impressed by both the program for medical studies and the Tommy Hilfiger Initiative.

111 Facilitie relationships that help students with liberal arts majors enter the job force or continue to graduate school

112 money & financial support

116 I don't know.

117 Increase recruitment.

118 Money, vision, focus.

120 Continue songs and traditions (Mountain Day, Octagon Fair, Holiday Banquet, etc.), continue to develop partnerships with the community and business world, seek abroad opportunities for students in all majors, continue to update equipment and professional development for professors.

121 Recruit more students and ask for more alumni and community financial help

122 Practical courses and advanced technical training.

123 Focus on academic traditions, addition of courses relevant to today's political and cultural environment and less on sports.

125 Promote "education" first and foremost.

126 Make sure students are happy

127 Tough question. I'm sure financially they have cut every necessary corner possible. Finding way to increase its enrollment is key. Possibly continue to work more and more with the surrounding communities as well as internationally. Some times you need to spend money to make money. I hope they can figure a way to do so.

128 Research the validity of adding curricula featuring visual learning and apply assets to achieve results.

129 Teach cutting edge and relevant skills that makes Elmira College indispensable as a place of learning in New York State.

130 Hire an enrollment management company to assist with growing enrollment

## ResponseID Response

136	I understand that part of the issue in reviving academic programs or sports teams is money, but the college should make attempts to understand what programs could be revived and what the level of alumni support might be.
140	Provide good conservative leadership.
143	Raise funds to repair and update facilities on a schedule that shows commitment and growth. Hire staff capable of reviewing old systems and updating/creating new systems that maintain and promote financial growth and security
150	Hire and recruit professors who are diverse.
151	Market analysis to target next generation of students
153	Recruit and retain high-quality students, provide a meaningful reason for alumni to engage and support.
154	Figure out what academic programs/majors drive enrollment and proactively enhance them to EC, while also deciding on a course from a campus culture perspective and committing to it.
159	Maintain high academic standards for both faculty and students
160	It needs to rebuild its bridge to the alumni, those students from the 70's on. Our legacy Alumni numbers will continue to shrink, weather it is liked or not athletics will be an important component to that mission.
162	attract more students and/or donors
164	From my visit to campus, for my fortieth reunion, I was impressed with the presentations I participated in, while on campus. Staying current with the needs of our society, and the environment citizens deal with during their individual lives, is a paramount goal.
167	There needs to be an objective view of the overhead costs at the college and the ROI on that overhead. There seems to be an imbalance of administration and campus overhead when compared of the students enrolled.
168	Maintain or build diversity among staff and students based on race, religion, sexual preference and nationality.
170	Better coaching, better recruiting
171	KEEP ADDING CLASSES IN SCIENCE/MATH/COMPUTERS
172	Continued strong leadership that includes the willingness to be nimble that has already been shown in recent years, as well as alumni support.

## ResponseID Response

174	A strong student activities board - with a vision to offer opportunities for connection every night of the week
181	Continue to assess how the college is performing in all areas.
190	Need to define for prospective students why an EC education stacks up against all of the other options available. Emphasis on quality of the EC experience, breadth and depth of campus experiences and off campus opportunities. Tell the EC story but make it relevant for the student today. Additional investments needed in updating and refreshing campus facilities such as the Dorms. The student today does not find living in Tompkins Hall an experience that is value added. They want modern, clean, updated housing options - not a historical nostalgic feeling. You can't run away from the poor decisions of previous executive leadership to invest in historical buildings at the expense of other facilities but you have to make a commitment to level up those areas.
191	Elmira needs to focus more energy on market research and less on the handful of alumni on the board. Their financial support is important but they are all very much stuck in the Meier era of EC which isn't relevant nor sustainable in this time. Elmira also needs to consider why other comparable area schools are either failing OR thriving and make their campuses competitive. For example, term three is a fun and unique tradition but is it sustainable? Are community service/internship requirements really helpful to students progress?
193	invest in itself a bit more
194	Take an aggressive admissions outreach strategy that goes after students from smaller towns and cities and attract families and students will appreciate and understand the importance of a small college environment with a shared sense of community and principles.
197	make the college more attractive to students while helping to keep some semblance of what alumni remember as "their EC" alive and redevelop that community that drew so many students to EC in the first place
198	I had such a wonderful education and overall experience at Elmira College it is hard to think of it as anything other than perfect! Perhaps offering more financial assistance that would help the less fortunate achieve a quality education.
202	Continue to offer academic scholarships.
207	Determine a way to make the education more affordable without sacrificing quality.

## ResponseID Response

208	Better communication between leadership members to channel funds in the same direction, instead of smaller contributions to several things, ensuring nothing gets done quickly. Also, try and provide fields of study large amounts of students want to study, rather than the whims of a couple students.
209	Curb immense athletic spending and focus on building the student population
210	Get back to the basics of what makes Elmira special and why so many of us alumni chose to call it home for four years. It's possible to compete at an academic level and still keep the traditions and experiences that make Elmira unique alive.
211	Elmira would need to set itself apart from the heard mentality plaguing most campuses today.
213	Not sure?
216	Continue to reach out and engage people that include former students to better inform and met the challenges of today.
221	Obtain the necessary money and the personnel to keep it all up. Grounds as well as student/faculty strengths
224	Increase enrollment, increase charitable giving.
225	Pay faculty more, and attract more widely known professors within their fields.
226	I'm always amazed at the poor quality of the pictures that get posted on social media. It seems as if very limited editing goes into the posted pics. Crop, please. In my mind, the pictures need to show joy and curiosity expressed in the faces of the students.
227	Improve basic services for students such as dining choices for all diets and schedules that meet athletes needs, fund the library (building improvements, staffing, digital scholarship & knowledge management training for students), and fund the archives (promotes alumni and student engagement to increase giving opportunities).
229	Have better systems in place in terms of review committees that actually have authority to make change when presented with student issues.
234	I don't think I know..I feel that the job market today revolves around technology and health

## ResponseID Response

235	Identify the niche that best fits the college's ability to educate diverse men and women
237	1) If there are still Core class requirements, make the focus of those more forward-thinking (ex. what are ways that a liberal arts education can help influence climate change, international and domestic conflict, build infrastructure, etc.) 2) Continue to build community partnerships with students who can walk out with real work experience and credentials 3) Partner with alumni in various fields to connect as speakers, mentors, etc. for students who are looking to learn about particular fields
238	absolutely nothing, that's the beauty of it!
239	Lower staff turn over, more direct contact with students and parents.
240	Engage at all levels. Work to get alumni back on campus at a higher level. Come to cities and towns and work with alumni on a fairly regular basis. Have a 3-5 year recruitment plan.
241	Look around - where are the job listings, why are High School Programs geared to Colleges that are 10 to 20 years behind and why are we crying for help to build and repair things. Do we really need high school and college students with academic degrees, who can't find jobs and can't change a flat tire or even sharpen a lead pencil?
242	Hire and retain high quality educators and keep classes small so students and staff get to know and respect each other.
243	Admissions needs to pay attention and actually do what is in their job description. Pay attention to the majors that have been successful while also promoting and recruiting the newer ones. Should not be and either or situation. Increase salary for your employees. Underpaid and overworked with the students at EC. That is felt by students and in the community reputation
244	Play to what makes it unique during the recruiting process. Lean into its alumni population to help spread the word to local high schools.
245	Find support for scholarships and students who need financial support.
247	Cut overhead, offer more scholarships and grants,
248	Bring back the much beloved traditions
252	Start grooming your future leadership for tomorrow, showcase your strengths to the world, prepare your facilities etc...for the coming energy changes from the state and federal government. Start recruiting academic students in the early high school years.

## ResponseID Response

253 Better marketing to students as parents. Get into a broader community base to understand the current asks of students and parents

254 Reassess how effective each job position is for STUDENT needs. Just because because a resource is technically available does not mean that the resource is actually effective in helping the student.

255 More advertising maybe ? Recruit from all over .

256 Invest in the campus along with students and facility

257 Focus on people and places, community and programs

260 More alumni support, supportive faculty and staff, engaged and excited student body

261 Offering challenging programs and keeping tuition and expenses reasonable.

262 Career fairs, increase opportunities for internships/ volunteering in specific field of study

263 Keep evolving; new fields, technology, maintaining traditions but cutting the fluff

264 find additional revenue

269 Better advertising, stronger representation to high schools.

271 Expand outreach to those anxious to enroll and provide any remedial assistance those individuals require to be successful students.

272 Acquire new or expand current majors.

273 1) Status quo not working 2) Spend money to hire professional fund raising 3) Connections start today...current students and families as well as reconnect with Alumni ... know where the fish are 4) Get out and recruit ... private and public schools 5) Make people accountable ... performance targets

275 Maintain grounds, offer larger scholarships, and maintain traditions.

277 Reengage. Know the students. Reach out to Alumni. Find out what students want to learn and offer it.

278 Attract new (and more) students

282 Classes that get students into the work force

## ResponseID Response

285 Increase Recruitment, be part of Community -invite community and business leaders to meetings ,

286 Do a better job of engaging with alumni, encouraging them to want to be a part of the future of Elmira by showing us that it is not so different from when we attended.

287 Start #4 TODAY!

289 Recruitment of medium to high achieving students. Recruit donors in all classes and statuses, offering the opportunity to donate \$10 monthly similar to political campaigns and churches. Continue seeking the 10k donations too. Have quarterly contests between classes and donors giving prizes for highest gift. Prizes can be EC Chairs, home decor, etc that are classy and desired. Create small businesses as part of the curriculum that promote EC traditions. Have all levels of students be employed to formulate the business, provide leadership, accounting, and assembly line workers to create EC Apparel and/or the Beanies for the incoming Freshman Class. Students get paid, experience, credit for class, and giving to the college community today and "tomorrow." Create and manage vaccination clinics and home healthcare jobs for Nursing students.

291 Expand their brand

294 Build out multiple sources of revenue instead of just relying on tuition revenue to support the college. Recruit more diverse and non-traditional students as well.

295 Strong fundraising (always) classroom educators who are not just the theory of their expertise but practical experience. This is necessary in the business classes, to prepare students for what they will see post-graduation.

296 Leadership and Money

299 hire and/or keep professors who are willing to improve programs

303 Spending in revenue Generation areas, focus improvements in learning, less so on sports.

304 Create a plan for out of state recruiting.

305 Academic programs with more demanding requirements.

306 Remove admin positions that bring little benefit to the university, hire and maintain high quality professors.

## ResponseID Response

307 Make the college more affordable. Highlight the fact that people can explore many career paths at Elmira and be involved in various activities to enhance their experience

308 make decisions about what courses/majors they can support and promote its strengths..some times I do not feel Elmira is as well known as it should be. At the same time it cannot afford to be all things to all people

311 Recruit academically strong students (Offer partial scholarships for Val/sals). Recruit & Recognize talented & loyal faculty. Hold those in charge of recruiting accountable for outcomes. Don't micromanage faculty.

312 IDK

314 1. Increase enrollment or find additional revenue sources 2. Invest in the surrounding community to increase the college's marketability.

315 Much of the pressure is on Admissions - I'd like to see more in-person recruiting.

316 Focus on scholarships for motivated students so that more diversity is found in the school.

317 Continue efforts with keeping tradition as well as modernizing resources and education opportunities.

322 Survey high school guidance councilors to find out what their students really want to learn to prepare themselves for fulfilling successful careers. Convince them to steer students to EC who would thrive better at a smaller college.

324 Build on the basics of a strong liberal arts program tied to in-demand career goals.

325 Hire someone who can actually fundraise, fire President Lindsay, focus on money generating majors, scale back, and get students from the other similar colleges that are going under, stop taking money from the endowment and become financially sustainable

326 Tap volunteers to help with increasing online visibility. Draft a list of volunteer positions needed to fulfill various areas of need. Send out an honest call for help to all alumni and parents of students letting them know challenges and opportunities.

328 Leverage its academics to expose college to larger audiences in US and abroad



## ResponseID Response

330 Stick to the programs it knows and does well - education, nursing, business, keep costs under management. Stay focused on what they can control

331 1. Define the ideal student profile 2. Hold a focus on the roots of a liberal arts education 3. Actively progress monitor the student experience and key metrics for recruitment

332 programs they cannot get elsewhere with availability for day and night students, part and fulltime

335 Continue to reduce debt; strengthen recruitment of students via online promotion with feedback; find ways to use/fill vacant dorm housing; continue to develop alliances with community colleges to increase enrollment; use local billboards to attract local students; continue to promote alliance with LECOM; promote & strengthen nursing program with structured assistance for students/graduates to complete their certification credentials; develop a site within downtown Elmira to enable convenient business education for local employees; continue to develop sports - on line and in the gym and field - get people to come see and play

338 Widen scope of recruitment, hit the prep school campuses with intensity.

339 Focus on the community of the college, upholding fun traditions that make the school unique, and highlight those traditions to prospective students.

341 Hire faculty who put standards ahead of social extremes

342 Focus on what makes it unique and market that.

343 We need to follow-through on many things that have been started. For example, we have developed many new majors/concentrations, but don't always have enough resources/infrastructure to make them shine.

345 I feel that Elmira needs to possibly look at some new leadership in multiple departments that have the same goal in mind and continue to boost the number of incoming students in order to generate more dollars coming into the school. I also think Elmira needs their advancement and development departments to find a way to help get the turf field done, this shouldn't strictly fall on the school to pay for it or athletics, advancement/development needs to find a way to bring in more donations that would go directly to that project. With that being said we need to start treating some of the more competitive athletics programs like they are a D2 or D1 as far as support goes this doesn't mean allocate more money to their budget but some of them don't feel they have the same support as competitors do from their own department and school. We should also look at other scholarships in order to be more attractive to students recruiting battles for the most part are won and lost about money.

## ResponseID Response

346	Raise entry requirements and employ quality staff.
347	1. A rotational program for staff. Like a road map of careers. Building well-rounded employees knowledgeable with different processes. The more we can understand other departments, the better we can work together. With a healthy size of international students, having a sponsorship program, even if it's at employees' expense. It will inspire students to see staff that started where they are.
348	Not sure.
349	Much more robust fundraising, but first, convincing the public that the College can make it through the next 5-10 years.
350	Continue on the path outlined by President Lindsay.
351	Raise profile Reduce tuition Achieve financial stability Attract or retain quality instructors
352	Promote itself more...Most people I talk with don't even know of it.... -
357	Continue to promote higher level thinking skills to ensure that graduates bring not only the tools and skills needed for their future, but can also solve problems, communicate clearly, and promote collaboration.
363	What are the options? The campus is beautiful and facilities fine. Who can afford it?
367	be more broad and offer more programs
371	Keep investing in programs that support students
372	Bring back and create new ideas for certain things on campus, such as the recent inclusion of the fire pit and a resurrection of the harris cafe,, to provide a few examples.
373	Engage alumni

## ResponseID Response

374 To achieve a more organic relationship with the city I think there needs to be more engagement with the area than simply community engagement hours. Of course community service is commendable, but it does cast the city as a charity case first and foremost. More publicity of events on campus that are open to the public, like plays, sporting events, and art shows. Better promotion of the Octagon fair and craft fair. When people from the area see our students as welcome guests to the city, the students will feel welcome and engage more freely. I also think that the school should de-emphasize "Liberal Arts" as a selling point. The school can still be a liberal arts college, of course, but that is no longer the buzz word it was in the 1990s. Students today expect to graduate with a lifetime of debt if they attend private schools. They want to know that they are getting their money's worth, and that means they want to know that their major is preparing them for a career. Push the pre-professional programs in recruitment. The college also would do well to diversify the racial makeup of the school. I don't pretend to know the key to that solution.

378 Increase the quality of admitted students, increase the salary for some of the faculty to secure great faculty, and provide more collaborative programs within the local community.

379 Build

380 Departments need to work together, share resources and eliminate any duplication of programs. There are a tremendous amount of stand only software programs from outside vendors. We need to work together to secure software that suits the needs of many departments. A lot of these programs are very pricey and we need to assess if and how they are being utilized and whether it they are cost effective. Another way to achieve savings is through coops and shared services. There is power in numbers.

381 Improve our enrollment, staffing and facilities.

385 Recruit students from all around the country/world including those from all economic backgrounds. Philanthropic Support & Alumni Engagement, as well as business partnerships should be a major part of this plan, as well.

386 As someone who currently works in higher ed (a large private institution), I believe that EC needs to work much harder on re-branding its social media presence to better engage prospective students and families. The photos and content that are currently posted are out of date, unengaging, and wildly 10 years behind the times. Additionally, I believe that EC needs to work to not only recruit students that come from a variety of backgrounds but also work to have the resources on campus to support these students while attending EC. It's one thing to get them in the door, but another to actually get them to want to stay.

387 Continue recruiting top quality students and retain faculty.

## ResponseID Response

389 Put more emphasis on academic honors.

390 more active "advertising"

391 I am only an adjunct professor. As a result, I don't feel qualified to answer this question.

392 Demand higher expectations of students and staff

395 Promote the uniqueness of EC The traditions and faculty/student relationships you get at small college

398 Have a well defined plan and then go after it. It is going to take many people in leadership positions working to achieve these goals.

400 To achieve these goals within the vision Elmira needs to be more proactive with students and their mental health, give better ideas on their resumes way ahead of time, opportunities to learn how to interview with companies, plan more experimental trips, develop better funding, gain more intel from the students and their family. Build more foundations on the new concentrations and pay attention to collaborations or ways to improve them through the student who took it before the incoming students.

401 I think a major focus should be on improving the caliber of student that is recruited. When val/salu scholarships were abolished, I think the campus lost something that intangible and that was students willing and ready to lead for change. It feels like when I talk to students on campus, they just want things to happen rather than making it happen. So I see the need to engage your alumni base more to help fundraise. I see the need to create more communities via non-varsity sports. I know department of athletes would rather focus on varsity sports but the JVs had a role to play to make sure students were multi-dimensional and had activities that weren't sitting their rooms available to them.

404 Raise its standards

410 Keep the traditions and bring back traditions that set it apart.

412 The right trustees, Admin. Faculty buy-in Alumni support and involvement A thorough analysis of development activity Need to be a winner. People want to be on winning team.

## ResponseID Response

414 At Johns Hopkins University, where I'm a professor, finds that the largest undergraduate major in Arts and Sciences is public health with nearly 500 students. Despite being a university with strong traditions in the sciences and engineering it is the population based public health major that has attracted students committed to this lifetime career goal. Linking traditional liberal arts undergraduate education and values to community concerns about health is a powerful message for many undergraduates that I interact with. Elmira College can become a nexus for these efforts and many in the philanthropic community would support these initiatives.

415 Focus on admissions and marketing the things that make EC unique. Why makes EC different and better than everywhere else.

418 need to do a better job attracting students. Upgrade all digital communications.

420 publicity in home towns of current and past students use current of past students to talk about it in appropriate organizations and businesses

422 Spend more money on academic affairs, less on sports.

424 work hard, deflect distractions, and be lucky

425 ask for student input - if emails/surveys/focus groups don't work, try handing out printed surveys at lunch with swag items as a reward for when the student hands the survey back in, immediate reward.

426 Accepts the realities of the market. With a low endowment the College can not offer the necessary scholarship resources that other regional competitors can. The number of donors to the College has significantly declined over the past ten years, those that remain have not been well treated. The College does not have a sufficient number of alumni of capacity (as other institutions do) to raise large gifts from or to raise the needed funds. The case for support that was shared last fall was weak and lacked motivation. The pool of prospective college age students has shrunk and will continue to do so as the college age demographic continues its decline. Now is the time to find affiliation or merger partners while the college still has some students and financial resources.

429 Elmira College needs to listen to its community members as I am confident that when asked how they feel about a turf being needed for campus, 90% of the campus would agree. I know because I have asked many individuals across almost ALL areas of campus and everyone knows the significance of a turf facility for our campus and students. I have details and research about how much money turf would save for the school and how much money it could bring in from recruitment. The college would be better off immediately.

## ResponseID Response

442	Continue with the improvements that are happening now and maybe more classes to choose from
443	It needs to integrate more of the broader academic-centered goals that a college should provide that serve as the basis for the entire system of education, athletics, and community scholarship provides.
444	look at offering online programs, remove employees that are not performing via PIPs
445	have more activities designed for students renovate housing for students including Tompkins cook healthier food for students and always have options for those with health needs
446	improved recruitment and messaging
448	provide students with a proper network of connections at an affordable cost
450	Continue to strengthen programs Greater visibility
452	I do not have enough information about the College's current strategy or tactics to achieve its goals—or what those goals might be.
453	Continue to increase partnerships with other universities to help provide opportunities and majors that Elmira doesn't provide
454	To continue offering majors that reflect the types of careers that meet demand, and to stay current in DEIB and other trends.
456	There has to be an effective marketing plan selling the unique story of EC. The new website isn't good enough. The story does not come through. Create a distinctive FY experience--with a FY symposium taught by your very best, most experienced teachers. Give FYs practical instruction on how to study, how to read and interact with texts, how to think (use Bloom's Taxonomy). Engage in Senge's "systems thinking."
458	Keep it's focus on the students and doing what is best for them
459	See above.
461	Maintain focus on the basics - a strong writing program, and courses in the humanities and social sciences that provide for critical analysis and intensive reading and writing.
462	I don't know!! However, I know she is interested in the partnership with lecom as a potential med school
463	Continue on path with certain specialty programs that are desirable.

## ResponseID Response

464 stability; stop expanding small programs of study and focus on the programs that consistently attract students; have sufficient numbers of faculty so that a core group of faculty aren't always trying to accomplish everything that's asked of them so that they can focus on the students in their programs

465 Concentrate on the basics

468 To not only maintain it's fund raising efforts. But also have the ability to be forward thinking, in order to change with the times.

469 Invest in the departments that students use on campus

470 Don't try and compete with community colleges - they've been at the two year game for a long while now and have it down. Nonetheless, I think EC needs to identify partnerships wherein students can find (next to) guaranteed placement into career opportunities after graduation. What industries can you find that would subsidize a student's loans if they were prepared in a way to take on those entry level roles?

471 Update the campus, gain property, and make things more affordable to be able to compete with other schools in our area.

472 Improve and enhance recruitment efforts. Add men's lacrosse back. Actually build a turf field. You need to make EC an attractive place where families will be willing to spend \$50K a year. One cannot solely rely on unique things such as term III.

475 Become interactive by providing students a chance to develop their future career aspirations by working in the area with employers that will provide valuable hands-on training opportunities.

476 Your recent graduates are your best means of recruiting students, using college nights, sub-freshman weekends, and Alumni Clubs. Some companies also visit college campuses to talk about opportunities in their companies, a good source of planning for students.

479 Continue to grow admissions

480 Visit highschoools and participate in college and career fairs nation wide to demonstrate to prospective students what the school can offer. Involve faculty/staff and students on establishing and maintaining the schools culture. Explore new careers or fields of study

481 Seek out external partners and revenue , develop strong marketing plan for getting college name and offerings known nationwide . Look at work experiences and how they can be aligned with academics

482 Continue to develop academic and leadership skills and opportunities.

## ResponseID Response

483	Be open, creative, willing to change, listen to ALL ideas, especially within all facets of college community ( ie.,one of my sons, a NY actor-producer-marketing guy is now teaching a Zoom course at his undergrad university, The Business of Entertainment-Broadway to Hollywood. The class is full, making lots of \$\$\$\$ for the drama department, guest lecturers from various facets of the world of theatre & film, very well received. ( While the university may not be thinking of the important guest lecturers as possible donors, I am & they can also serve as contacts in the world the students hope to enter! Adjunct professors, well known in their fields can have all kinds of value & can often be found among the alumni.
488	Keep up the good work. Love that you added the Nursing Program.
489	Continue to invest in the programs that make Elmira unique - differentiate from the many similar competitors.
490	More exposure to what our campus has to offer both in the state of New York but also in other states, which was happening when I attended the school. Competitive as well as unique.
491	Two robust marketing campaigns. One to target prospective students and the other to target alumni to reconnet with EC.
492	I am not close enough to the current programs to evaluate this
494	Have a strong capital campaign, create a successful student recruitment program and continue to combine strong liberal arts with programs which provide its graduates a the skills to pursue successful professional careers
497	Find ways to entice their programs to local students. Incentivize them through better tuition rates, or offering classes to high school students.
502	Advertising and online courses
503	Engage more of the alumni and potential student population.
504	I'd roll back your socially progressive policies and promote an unbiased curriculum and social programming approach that welcomes students of all stripes from all walks of life.
505	alternatives to stairs, less bumpy, uneven grounds around campus, more handicap accessible bathroom and dorm room options
507	Not lose what it already has
508	more resources and once again just more generalized updates around campus and dorms



## ResponseID Response

509	Create healthier food options and more options.
512	lower tuition to allow more students to come, enlarge studies and add graduate programs.
513	They need to listen to us students by taking in our considerations. As a nursing major I rarely have time to just sit and eat and when I do there is rarely something other than the sandwich like i find consumable
514	update in infrastructure
515	Off better resources the students will enjoy
517	Rebuild confidence in the alumni regardless of their income and outreach to support new and old students so when they are successful they are more inclined to give back.
523	Dump the old ways of thinking that inhibit being globally competitive while sustaining a value proposition of the small classes/community appeal. If this means hiring new faculty such as myself, then do whatever is necessary for the organization and not the preference of people who are out-of-touch with our target customers.
525	1) Turf Field 2) Updated Academic Facilities 3) STABLE ENROLLMENT
526	Pay a professional wage that keeps our best employees from leaving for 'greener pastures'. Every time the college starts to make headway key employees leave for better paying positions or jobs where they are able to strike a better work life balance.
527	Better financial decisions. Increased inclusivity.
528	Identify the niche that fits and that other institutions aren't offering and promote those aspects thoroughly
529	Be creative and offer flexibility.
531	funding in athletics
535	They need to listen to the students and what they have to say
538	-increase enrollment -compensation that attracts and keeps high quality faculty and staff

## ResponseID Response

540	Student life needs to get it together and find that tie dying events are for little kids. College students are young adults who needed to be treated as such. Where are the club sports? Where are the 21 and over nights? Where are the events that cater to students who aren't 21 and those students who have no interest in going to a bar?
541	Stronger recruitment efforts from local high schools. Is there any partnering that we could do local high schools to introduce students to Elmira College programs?
542	Enhance online learning
543	take sexual assault cases more seriously, I encourage immediate expulsion (soccer team). We have incredible archives and art pieces (attractions). Stick with campus traditions and keep creating more. The promotion of a closed and close community is good, but scares away many students looking for a college experience.
545	Focus more on student and faculty recruitment. Apply for more grants that are for information technology and educational technologies. Create a clear plan to attract diverse faculty
550	A woman president
551	Turf field to draw in students. new academic programs that are rising in the US (engineering, computer science).
554	Affordable tuition so more students enroll
556	Well, I stated a Phys. Ed certification area, how about cyber security/computer forensics? These would certainly draw more students.
557	Focus on a particular field
558	see above
560	Beef up admissions criteria and market itself more widely
563	have a detailed plan that people are held accountable to deliver with metrics that reflect the movement and success of the plan throughout its journey
564	Bring back scholarships to attract local students. Sent admissions counselors to local schools and take advantage of local alumni to build connections.
565	Provide students with the necessary tools and skills to succeed in an ever changing world. To celebrate diversity, and respect.

## ResponseID Response

568	Diversify its student body and board; commence a capital campaign as soon as feasible; enhance community, regional and national/international connections; form more educational partnerships.
571	Offer better financial aid so more diverse students can afford the college. More networking/high school tours to aid in recruitment.
572	I would think one or more educational consultants might be helpful.
573	Lot's of marketing and fundraising.
577	It needs to change how/what it markets to high school students and their parents.
578	Keep up the good work
579	Invest more of their funds towards better athletes health and mental health as well as gym equipment and sport specific needs.
580	Turf field
582	possibly a closed campus
583	focus on the students and their needs
584	Elmira College needs to get a turf field and have better facilities
585	Do not be money focused.
586	Fix the elevator.
587	Have a turf field and everything would be solved
588	New workers, more choices of food
589	Tell the student who to email for what and make sure that the email accounts are ones that are actually monitored.
590	Find more weekend events tailored to all alumni, not pigeonholed events for specific groups of people.
591	Keep working with international students.
592	Listen to what the students want
594	continue providing education, support and support to all students or athletes who are interested in entering this wonderful institution

## ResponseID Response

595	USE THE RESOURCES OF YOUR ALUM!!! Soo many of us of my class and generation WANT TO VOLUNTEER and we are rock stars at the professions EC needs assistance. Attorneys, lenders, financial minds, historical preservationists, grant writers and fund raisers - PLEASE USE US!
596	Eliminate wasteful spending through smart spend management.
597	More marketing, great admissions staff, offer more opportunities for trade jobs but with the college experience
601	Active Alum, Foundation & Corporate support.
604	N/A
605	Make improvements to the campus.
607	People want to go there.
609	-hire more tenure-track faculty -allow more students to save money living off-campus -create more arts, humanities, and social sciences classes
611	PR, PR, PR
613	Continue to grow via LeCom New programs strategic tuition discounting
615	Keep hosting events and invited alumni to embrace it
616	campus upgrades, consistency, public transparency, city outreach.
617	Careful and skillful marketing to the right target audiences. Attention to student success and engagement in campus life.
618	Focus the staff and administration towards the specialized education that is vision.
621	Give prospective students a reason, or reasons, to want to attend EC.
623	Compete with other similar colleges and universities on offerings and tuition
624	keep up good communications
625	Leadership that values all disciplines; Interdisciplinary collaborations; more care and creativity dedicated to image and public relations
628	Continue to seek innovations to existing programs, such as partnering with a graduate program for our undergrads in communication disorders to have automatic or preferred admission, etc.

## ResponseID Response

630 Marketing, EC needs to identify pools of students and use whatever tools are available to convert them into applicants and enrollments. One area that has been woefully overlooked is the boarding school circuit. There are hundreds of boarding schools through the northeast that used to be a pipeline to EC. We need to rekindle that connection. It might mean hiring a former boarding school admissions officer who knows the key players, but it's an untapped market.

632 Deliberate recruitment of staff and students.

637 Strive for better

638 Continued academic rigor and service emphasis.

639 Expand enrollment- offer more competitive majors. Help with getting student good internships. Lockheed Martin is right didn't the highway-amazing opportunities for finance majors. Why no relationship with the first college to give women a degree equal to men? Great PR!

641 attract more students to the college

644 High qualified faculty.

645 Some of the traditions from the past have come back around but more of them need to make a resurgence. I have been really disappointed with the lack of singing the college songs and less focus on purple.

647 I think we first have to build the community. When students and faculty feel connected, they'll be more motivated to take on challenging work of improvement.

649 Recruit from inner cities

651 Better than good marketing.

652 Highlight our strengths and programs. Throw out a wider net to recruit students from areas we have not reached out to in the past.

655 They need to have a set price for everything when you come in, and that price does not change throughout your time at EC. This can differ from grade to grade but is the same throughout unless scholarships are lost.

656 Have connections and information about the careers their students are interested in

658 We need more students and money.

659 Continued educational diversity

**ResponseID Response**

668 Probably need to lower costs and maybe lower the test scores/grades needed to get in

669 Turf Field = more sports = higher enrollment

671 funding, funding, funding, and growth in enrollment.

672 uh idk

673 Diversify your portfolio of majors and degrees offered

674 More alumni events nationwide

675 I really do not know what Elmira could do.

679 Help your alumni. They are a huge backbone to the college in so many ways, between spreading the word of Elmira (so many times being asked where you went to college and why), the elephant in the room of cost and alumni still paying (which impacts spreading the word), and making campus something where students do not want to leave- as the surrounding area is not "college friendly" due to location.

681 Many steps are being taken in the right direction by offering new programs and pairing with well respected companies to create hands on experiences

683 Explore adding highly attractive programs that are in demand right now, ensure the athletics department has everything it needs to thrive, market the heck out of the place once the schools identity is clarified, ensure the price is reasonable.

684 Equip alumni to share college information with prospective students they know

685 Explore alternative energy. Be sure that studies include environment.

687 Be creative...the world today is changing on all fronts.

689 Continue to show up well - wherever EC shows up - Academics, athletics, alumni engagement

690 Good marketing program.

691 Focus on areas of study that will deliver career success

692 N/A

693 Committed faculty, eager students, financial backing

## ResponseID Response

694	Seek input from students and more recent graduates. When I attended, there was a 3rd Term which offered enrichment programs. One year I worked on a boat in Seneca Lake that went up to Toronto. Fantastic Adventure!!!
696	Strict budget control and focus on cost saving measures, while prioritizing needed dorm and facility updates.
697	Made the campus smoke free.
703	Make college more available to school counselors--need to have more high schools aware of the college
704	Professors that teach career types of plans. Not trying to change society
706	Reach out to the community members and the high schools about the college.
711	There needs to be a significant investment in IT infrastructure including servers and network equipment, to replace the current outdated equipment. The college needs to put in place a capital budget for IT to keep all equipment on a regular replacement cycle so that we do not experience the level of deferred maintenance that we currently have again.
716	Recruit and retain more students by making the college a more attractive environment to be in from a student's point of view Start building in annual wage/salary increases which will close the gap between actual current salaries and desired market benchmarks
718	New recruitment director with experience. More engagement with the recruitment process. Invest in the faculty.
720	Where possible engage on bigger stages.
721	quality students to enroll and a turf athletic field
722	Take any harassment more seriously
724	We need to do things differently. REAL shared governance and more listening to employees.
726	Financial stability
731	When a student is wronged by staff there is no where to go that actually gets problems done, they expect us to change our actions and bend over backwards to fix things. There should be a student complaints ambassador, Simone specifically to advocate for us, that follows up with the solution to my problem so I know something was actually done

**ResponseID    Response**

735            To focus on the equality of educational opportunity with strength in areas of business and professional opportunities for students.

737            Manpower, Funding and Time

739            Increase student enrollment

740            See #2

741            Look at its past to progress forward. What made the college stand out for me when I was in high school was its beauty, traditions, strong sense of community. How is that achieved? Look at the most prosperous years -- the early to mid-1990-2000s. Sure, it was President Meier who was strict and unwavering in many ways, but it worked. Also there needs to be a better appreciation for the faculty and staff on campus. Make it inviting for them. Finally, they need to work hand in hand with the City of Elmira--a community that is also struggling. Collaboration between the 2 is crucial.

743            Money!!

745            Hire faculty that know how to teach students to be analytic and creative thinkers. Hire faculty that are experts in their given fields who educate, but don't indoctrinate.

746            Incorporate relations with City, County, and State. Review and readjust finances with constant budget reviews. Align financial instruments to continue maximum profits.

747            Attend high school college fairs. Also supporting efforts to help the town become more college friendly.

749            The Valedictorian-Salutatorian scholarship EC used to have was unique among liberal arts colleges and ultimately what brought me to EC from several hundred miles away. Although it doesn't help from a tuition revenue perspective, it at least got more students on campus paying room and board. I liked the recent LECOM partnership and Tommy Hilfiger fashion school idea. I felt those were both steps in the right direction.

751            Focus on academics and PR to get the word out

752            Focus on diversity, equity, inclusion, accessibility, ACCEPTANCE, and BELONGING. Go through a DEI audit.

753            n/a

755            Continue to share the student perspective; ensure education is affordable; ensure the campus remains inclusive; continue traditions but ensure students understand origins



ResponseID	Response
757	improve publicity
760	Strong leadership; superior faculty; a variety of academic offerings; highly qualified and motivated students
764	Pick better staff across the whole campus that are responsible and respectful to all.
768	N/A
769	money
770	recruit a more diverse undergraduate student body, provide supports to retain first-generation college students, link academic programs to areas of employment growth, and continue to provide competitive athletic experiences for our student athletes
772	Change the way that courses are offered. (ex. more online classes), remove the requirement of living on campus all 4 years.
774	They need to give students more freedom and more abilities for them to get help and succeed
775	Ensure that faculty member are all working their fair share. Some do more while others do very little. Try to beef up the moral around campus, it is very gloomy
778	Be better with finances and be more self sufficient
781	1) listen to students complaints about their professors and 2) put forward actions to support those students
783	Improve on the good things that would keep students here
784	EC needs to be a leader of change, therefore we need to change our work culture from Silos to an open communication culture where all departments work together towards the same vision and goals.
788	clean up the outdoors and fix what's broken around campus
790	We need to keep focusing on increasing and maintaining lines of communication across departments and campus roles; building campus-wide community; valuing the achievements of and uncompensated work done by students and employees; and making real investments of time, money, and care into supporting, hiring/admitting, and retaining the people and programs that make EC special.
791	Work together better

**ResponseID    Response**

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792            Expand the masters programs for social workers or guidance counselors

794            Get financially secure, and hiring and supporting great faculty and administrators

795            I think from an outside standpoint that Elmira struggles with identity. I would have a very precise marketing strategy to promote the strengths of the school and be unapologetic about who we are. Establish a clear and focused goal.

797            Incorporate better technology and develop coursework that accomodates all types of learning while also developing degree programs specifically online.

798            -have a very successful major capital campaign and I will be helping in any and every way possible. -faculty and staff must maintain (or develop) positive, friendly and optimistic attitudes and actions -continue to connect to the community through direct interactions, programs and events

## 6. What do you consider EC's TOP THREE (3) strengths.

ResponseID	Response
4	size-campus size-classes approachable faculty
5	alumni and staff loyalty, the campus, a core of dedicated faculty.
6	People, Community, and the support.
7	welcoming, great place to work, attentive to students wants and needs
9	Small campus, traditions, education, and nursing programs
10	Academics Job placement following graduation historic campus
12	Teamwork Inclusivity Beautiful campus
13	-Tradition -Outside looks -People
17	1. According to my students professors are easy to communicate with. 2. Convenient location. 3. Academic freedom for teaching and research
19	Student engagement and loyalty Administrator engagement and loyalty Historic buildings and past
20	1) Class sizes 2) Campus 3) Athletic Department
21	Friendly, inviting, & beautiful campus atmosphere Early adoption of career-focused programming Dedicated faculty, staff, and administrators
23	Small classes Beautiful campus Many choices for double majors or major/minor combinations that can improve employment prospects
24	1) A college community that is small and has a family feeling. 2) Good ratio of students and faculty. 3) Faculty and staff that generally care about their students and will go the extra mile for them.
25	Personable and friendly Its Business Administration program and affiliation with Tommy Hilfiger The Education program
26	1. Campus - cosmetically 2. Programs (nursing, education, health sciences, partnerships/articulation agreements) 3. College recognition (brand) and potential to offer more (build). This could mean having the ability to add online learning, build on partnerships w/ local businesses (Wegmans), adding a football team, or the creation of a new major.
29	Beautiful environment Macks is fun Professors are nice

**ResponseID Response**

30	Professor vs student relationships Landscaping Mack's
31	Individual care and concern for students Staff that supports each student
33	Caring faculty and staff Individualized attention Athletics
35	Class size Athletics Teacher approachability
40	Faculty Athletics Academics
41	Welcoming, educational, family environment
43	Broad student body with a variety of different types of exposure Small classes with hands-on exposure to material Intellectual freedom among faculty
44	Being small
47	Small size. Committed faculty.
50	small classes supportive faculty
52	Leadership, faculty and the physical campus beauty.
53	1. Dedicated Employees 2. Strong Management Team 3. Low Debt
56	Intimate community, geographic setting in Finger Lakes, close relationships with faculty given small section sizes
58	Small and student friendly and good campus
60	Beautiful campus, Great Faculty and staff, Really good students
62	Academics, student attention and engagement, intimate environment
63	Meier hall
64	- Private - Scholarship Programs - Opportunities for individual growth
71	Focused leadership Mark Twain
72	-athletics -SOME on campus facilities for majors- like the nursing clinic or speech clinic -small class size/small size in general
74	Small campus size, beautiful campus (when its not covered in snow, how can we make it beautiful while it's covered in snow), and students/alumni

ResponseID	Response
75	friendly warm accepting
76	good teachers tech support well designed facilities
79	Campus culture History Physical Plant
82	Campus. History. Branding potential
83	Small classes Community Alumni relations
84	small school experience facility involvement athletics
90	SMALL COLLEGE, EXCELLENT PROFESSORS,
91	1 Wonderful dedicated faculty (for the most part) 2 Intimate class sizes 3 Significantly improved relationship between faculty and administration.
92	Small class sizes Living on campus all 4 years The history of the school
93	Athletics, Hilfinger major and Nursing
96	- Want for success in students - Opportunities for exploration of interests - Students are known, and not just "numbers"
102	Location Campus Programs
104	History Longevity of staff Traditions
105	Athletics; cheerleading and hockey Family/culture LECOM
110	Size Administrative initiative Student involvement
111	The campus The professors The traditions
112	academics, attractive campus, alumni support
117	Culture, School pride, traditions
118	Small class size Liberal arts education Beautiful campus
120	Traditions Small, close, tight-knit student body Ratio of teacher : student
121	Welcoming to all Quality academics Traditions
122	Acceptance of women's needs for the rocky years ahead. Pushing women hard to achieve and encouraging women to political office.

ResponseID	Response
123	Size Location Faculty
125	Students and professors actually get to know each other.
127	1. Size 2. Academics 3. Creative majors
128	Fair to good academic, athletic, and social opportunities, but always room for improvement.
129	Small and manageable student body with many opportunities for one-on-one learning; diverse student body; ability to shift focus to needs of the current workforce; large endowment.
130	Traditions Direct Entry Nursing program Athletics
136	Community involvement, academic integrity, Finding/fostering student leadership
140	Location, conservative community, anti NYC agenda.
143	History/legacy Liberal Arts focus with emphasis on real life applications: ie Internships Size and quality of enrollment that meets needs of students for whom large learning environments are not appropriate
145	Location, diversity and smallness.
150	Women's college history. Small student body. Amazing town of Elmira
151	Core values Education standards Campus Improvement
153	Traditions, professors, community
154	Small size is desirable to some students; History of the college and its traditions; Unique academic calendar/term three.
159	Strong faculty Small class size Innovation
160	Sense of family, solid preparation for a career and a very passionate Alumni.
162	its history; relationship with LECOM; faculty and staff who genuinely support the institution and its students
164	Community engagement, dedicated faculty, and an administration that listens.
167	Class Size Sports Campus

**ResponseID Response**

168 Variety of opportunities in academics and extracurricular activities Small faculty: student ratio Strength of professors' teaching skills and knowledge base.f

170 Community, Facilities, Traditions

171 CAREER FOCUS/ NICE CAMPUS/

172 The culture and community, the student experience it produces, and its rich history.

174 Traditions, reputation and size

181 Reputation, alumni, and quality instruction.

190 Student/ Faculty ratio High quality, invested faculty Campus community - events, clubs, traditions

191 1) Sense of community 2) Small class size 3) Accomplished and caring faculty

193 Athletics Student body Staff/admin

194 1. History/Traditions 2. Strong Community 3. Strong campus involvement

197 Professors and growth they are facilitating in academic programs Opportunities for community (though not realized right now) low student/teacher ratio

198 1. Great academics 2. Beautiful campus 3. Dedicated alumni

202 academic excellence scholarships traditions

207 small class sizes, rich history, beautiful campus

209 Tradition Educational fortitude Selective student preferences

210 Community Niche academic programs History

211 Traditional liberal arts combined with technical education components. A warm environment

213 A strong feeling of connection for students to one another and the institution.

216 Location, Campus size, and methods of connecting.Like providing the opportunity for us to complete this survey.

ResponseID	Response
221	I really don't know
224	The people (employees), strong history, sense of community
225	Size History ??
226	The new President is successful and well-liked, The athletic center is a very attractive building. Food services continue to be good.
227	Culture Hands on Educational Opportunities Sports
229	Funding ability Tight knit networks / close student professor relationships Beautiful campus and accommodations
234	I haven't been there for 65 years,can't answer
235	Academic programs at undergraduate level History as a liberal arts college Faculty
237	1) Campus participation and community 2) Traditions that link alumni and current students 3) Liberal Arts requirements to ensure well-rounded students
239	Students are supportive of each other Faculty are supportive of students Beautiful safe campus
240	Student faculty ratio. Wide breadth of majors especially in the fields of nursing, business, speech pathology. Dedicated alumni core. Reputation and longevity.
241	Location, courses that lead to teacher permanent certification, availability of people in the community who have experience in training others (from shift managers at a restaurant to lab supervisors at Cornell Veterinary College).
242	Small classes, high quality staff.community.
243	Traditions
244	Unique culture/traditions, small class sizes, beautiful fully residential campus.
245	Support for an excellent liberal arts education.
247	Good faculty.
248	The connection between past and current students. True well rounded requirements Community focus



ResponseID	Response
253	Small community feel Unique traditions extra curricular options
254	Student staff work hard and get things done, mots teachers go above and beyond. Grounds keepers are great
255	Academics, beauty if the campus, tradition
256	Community Culture Faculty
257	Student outcomes...
260	1. Student Life/Culture 2. Quality Education 3. Engaged faculty
261	Cost, curriculum and teaching staff.
262	Close knit community Keep the traditions,,may seem out of date for some, but those are my best memories Small campus
263	Sense of community; student/teacher ratio and support; physical campus infrastructure
269	Beautiful campus, easy access and colleges reputation.
271	Strong academic reputation Reputation Ability to support needy students
272	Great academia, knowledgeable professors, and small classroom ratios
273	Good question....
274	Campus pride Leadership opportunities Opportunity for employment post-grad
275	Traditions On-campus housing for four years Liberal arts education
277	Tradition Size Culture
278	Making personal connections, having traditions, having small classes (student/teacher ratios)
285	1. Small, intimate campus where instructors knows students 2. Ability to bring adjunct to campus to teach who have current work knowledge 3. The campus and building are beautiful need to bring back flowers and shrubbery
287	1) Private institution 2) Soliciting graduates opinions 3) Willing to adapt?
289	Field Experience and volunteering for students Strong faculty in most departments Good infrastructure

ResponseID	Response
291	Small campus
294	1) small, safe, caring environment, 2) cherished traditions, 3) opportunities for student leadership
295	Legacy, sports and the physical campus
296	Campus Size Programs
299	small school, great programs,good opportunities
304	Faculty Academics Community involvement
305	Proximity to Cornell Small classes Diverse choice of majors
307	Unique traditions Ability to double and triple major Internship requirement
308	Closeness of student body/cammaraderie Small size Individual attention from professional staff
311	Tradition, alumni, quality education
312	IDK
314	1. Dedicated faculty 2. Ability to provide tailored education 3. Term III travel experiences
315	Small classroom size; accessibility of faculty; opportunity for individualized education.
316	I attended over 50 years ago so my thoughts are dated. 1. Allowing students to explore courses outside their major.2. Allowing a 3 term curriculum which facilitates that exploration. 3. A very strong bond with faculty being available to students
317	The medical program, small campus, individualized care from staff
322	Academic excellence. Smaller classes. Strong campus community.
324	1. Track record 2. Size 3. Traditions
325	Women's rights history, alumni success
326	Leadership Historical standing Internships/field experiences
328	Student leadership opportunities Mentoring - personal attention Professors

ResponseID	Response
329	Close-knit community Strong academic programs Engaging campus life
330	Passionate alumni Beautiful campus Strong programs in nursing, education, business
331	1. Large regionalized alum base 2. Rigorously trained faculty 3. Role in community
332	Friendly, culture Not overwhelming in size The alumni that just loved their college experience
335	1. small size for closeness to faculty & campus resources; I believe the administration is working very hard to address the WANTS and needs of the student body 2. excellent faculty; 3. courses and programs that will attract students to learn about jobs in areas of current social, environmental and political importance
338	Strength of campus Location relative to northeast Course offerings and addition of LECOM
339	Community Focus on Service Quality of Campus Life
341	unable to respond
342	1. Tradition 2. Unique programs 3. Beautiful Campus
343	Knowledgeable Faculty Dedicated administration Internal motivation
345	Community academics athletics
346	Location, current infrastructure, alumni interest.
347	1. Beautiful campus 2. Good selection of majors for our size 3. Athletics department
348	Willingness to adapt to changing times.
349	Size Committed Presidential Leadership Beautiful campus
350	Administrative Leadership Flexible academic studies Beautiful campus
352	Being small - students get to interact with each other and with professors and staff and have small classes. Focus on the liberal arts, not just careers.
357	innovative instructional programming high standards number of high performing high school graduates attending.
360	campus environment programs desire to achieve excellence

## ResponseID Response

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363	I do not know enough to say.
367	small classes good professors small campus
371	Personalized, service oriented, small
372	Community, internships, outreach
373	Fellowship Strong leadership
374	Size- students know the faculty well. They are closely bonded with one another as well. Traditions- a sense of history and tradition is what gives students a sense of belonging and a sense of place and a way to mark time. Appearance- there is no denying that Elmira has a beautiful campus.
378	Many EC faculty do not see this college as a "degree factory" and really care about the students. Oh, all of the stuff we advertise: small college, small student/faculty ratios, beautiful campus. Right now I'm so frustrated about a few things I can't think of a third strength.
379	Uniqueness Traditions Hockey
380	It's History It's Beautiful Campus It's Student Life and Engagement (also it's excellent Professors)
381	Employees who care Beautiful campus Strong tradition
385	Small college atmosphere, student to teacher ratio is small which is vital for learning, and the internship programs which are essential for future career choices.
387	Excellent faculty, great scholarships, beautiful campus
389	Small size. Alumni involvement. Beautiful campus.
390	1-inclusive environment 2-good professors 3-lovely campus
395	Uniqueness, Tradition, Student/Faculty ratio
398	Diverse student body and extracurricular activities Strong connections to local and regional employers Beautiful and historic campus
400	Top 3 strengths community professors traditions
401	Prof-Student Ratio Agile nature of the school traditions

**ResponseID Response**

404	Small community Tradition Culture
410	The ability to stay weird, it's small family feel, the strength of the classes
412	Alumni Campus
414	1. strong alumni base. 2. committed faculty to liberal arts education. 3. a community that welcomes student engagement.
415	Beautiful campus Small size Term three opportunities
418	campus, class size, hockey, Tommy Hilfiger
420	friendly students attractive campus - without predominant and overbearing color scheme
424	sense of community (internal) dedicated staff/faculty/employees unexpected resilience
425	beautiful campus; community feel; increased focus on DEI and sustainability.
426	Good liberal arts curriculum Addition of more business/work related course Collaboration with Syracuse University for reduced cost master level degrees
429	Term 3 Athletics Staff's dedication to student-athletes (they don't get financially compensated enough) Dedicated and hard working dining staff and custodial staff is (they don't get financially compensated enough)
442	Friendly staff , nice grounds and well cared for buildings
443	-small, intimate community -quality employees and student programs - valued traditions
444	1. Small, personal classes 2. many great employees 3. tradition & respected president
445	small class sizes ability to talk with most professors approachable staff
446	athletics, affordability campus quality and student life
448	class size enthusiasm opportunities
450	Innovative academic offerings
453	1 Small classes 2 close student/faculty relationship 3 Study overseas

## ResponseID Response

454	Academic courses and programs Campus life and culture Retention
456	Gorgeous campus. Welcoming culture. Several majors that are attractive (Business, Psychology, Criminal Justice, Sports Mngmt.
458	Community, size, diverse opportunities
461	Faculty; traditions / theming (the purple is still very unique among colleges; academics.
462	Academics Social life Tradition
463	Traditions create community Striving to build academic experiences Staying up to date technologically
464	athlete friendly; faculty-student connections; opportunities for students to travel, participate in research, and engage with the community
465	Infrastructure is attractive and sound. President and Mrs. Lindsay excellent leaders. I assume the teaching component is doing a proper job.
468	Academic quality Programs Listening to the students
469	Community, Staff, tradition
470	As far as what EC's strengths were when I attended in 98-02: - Academic quality - Strong sense of community - Extracurricular opportunities
471	Some of the academic programs Sports (retaining students) Small classroom sizes
472	- Term III Study Abroad. This is the best part of EC; however, it is also unfortunate the biggest strength is actually off-campus. From what I can tell on the website, the options are now highly scaled back from ~5 years ago, which is sad. - Small classes and easy to get close with faculty - Easy to get involved, do research, etc
475	A small, attractive campus A wonderful library An international community
476	Small college where students interact with professors on a one-on-one basis. Attractiveness of the campus and facilities. Size of the City of Elmira.
481	Student to faculty ratio Excellent staff Good facilities
482	academics athletics cultural

## ResponseID Response

483	I have not been back since Covid, at least, but I'm hoping the extraordinary collegiality still exists, small classes that are relevant to fields of study,, a faculty & administration that truly cares - one in which teaching & availability to students is more important than publishing & if it is so, alumni who keep in touch with & assist the current students. (Too pie in the sky or an ideal world that prospective students & their parents hope for.
488	Size, Reputation, Variety of academic majors.
489	Small campus community with opportunities for all students to lead, be heard, try new things Dr. Lindsay: his vision, approach, and personality are exactly what EC needs An alumni base that cares/is invested in their alma mater
490	Courses of study that are meeting the needs of current students. Camaraderie with the students which creates a lot of self confidence and interpersonal relationships. Offering courses of study with excellent professors to meet the needs of the future.
491	1) Supportive Alumni 2) Great reputation 3) Strong community support
494	Attractive campus Student faculty relationships (based on low student faculty ratio) Student internships
502	Education, Athletic Dept., Involved Employees
503	1. Ability to attract students 2. Building a diverse program with new focus
504	Small and tightknit culture, rigorous academics, amazing traditions
505	-community service hours/ encouragement -majority of the Professors - Starbucks
507	Sports Academics How easy it is to meet people
509	1. Starbucks 2. Professors 3. Learning environment
512	sports teachers
513	i can't think of any to be honest
514	academic strength family-oriented environment low cost
515	Personal, small, fun
523	(1): Small-community (2): Rich history and traditions (3): Proactive leadership interested in change and adaptability

**ResponseID Response**

525	1) Athletics 2) Small College/ Faculty:Student Ratio 3) Traditions
526	Athletics
527	History & traditions small class sizes awesome & dedicated employees
528	- Small Size - Flexibility - Attractive campus
529	Low faculty to student ratio. Strong athletic department. Beautiful campus.
531	Tradition Caring Environment
535	The environment communication and leadership
538	History, length of time in existence Dedicated Alum Small in size
540	1. Athletics 2. The ability for senior leadership to turn a blind eye 3. N/A
541	--Small classes sizes. --Devoted faculty that take undergraduate education seriously. --Lots of student support services.
542	Culture Campus Faculty and Alumni
543	-Res life -beautiful campus -starbucks
551	Community Caring Staff Athletics
554	Appearance. unable to think of any other strengths
556	Location size Athletic Programs
557	Campus Facilities
558	campus size tradition
560	I liked seeing that Elmira is collaborating with some other schools to offer programs such as 5 yr med. Strong liberal arts Employment opportunities through some programs
563	alumni students tradition
564	1. Quality of education 2. Curb appeal/beauty of campus 3. Quality of staff
565	Fosters Innovation Fosters Creative thinking Competitive Innovation Leadership
568	Small class size Rankings Faculty



**ResponseID Response**

571 Small class sizes Traditionals such as mountain day

572 When I was there (1961-1965) I was impressed that all of my classes were taught by full professors, the sense of community that prevailed, and the diversity of the student body.

573 Curriculum, faculty and job ready programs.

578 smaller class size town-gown relationship wonderful traditions on a lovely campus

579

580 Nursing program Admissions staff Human services staff

581 smaller class sizes

582 1.Professors 2.Starbucks 3.Traditions

583 1. historic aspects 2. alumni involvement 3. Traditions

584 Pretty architecture Tradition

585 1. community engagements 2. House keeping 3. the grounds is pretty

586 Meier hall, gymnasium & the cc

587 there's a starbucks pretty campus term 3 is fun asf

588 Professors, Academic classes and Starbucks

589 Great professors

590 Communication School Spirit Community building

591 Educational quality sports quality Responsibility

592 1. Small classes 2. Academics 3. Professor-student interactions

594 his education, his support for bullying and his attention and/or guidance to all students

595 1.Tradition 2.Quality of Education and experience 3.Size of student body (prior to COVID)

597 Student professor ratio Traditions Beautiful campus

**ResponseID Response**

601 Attractive campus, solid faculty & good alum support.

604 I don't know

605 Sports Academics (more hands-on experiences) Class sizes

607 Campus with small class sizes. Nice setting. Competitive sports teams

609 1 - Excellent faculty 2 - Talented Students 3 - Great facilities

611 New areas of study Connection with other institutions

613 beautiful campus strong leadership recently have developed and implemented innovative ideas like Hilfiger, Lecom,

615 Sense of community, pride, traditions

616 legacy breadth of majors offered nursing

617 Small size and personal academic connections Well-maintained facilities Strong sense of community/college traditions

618 Facilities Location Night courses

621 Size, academic programs and great campus life.

623 Tradition Academics Campus Community

625 Student community A handful of dedicated faculty Dedicated staff and admin

628 Heritage, low student: instructor ratio, excellent programs to prepare for upper level degrees or professions.

630 Strong academics Small class sizes Personal attention

632 Location, staff and vision.

637 Community, Size, Academics

638 Small classes Personal attention Academic excellence

639 Individual attention from Professors Term III "fun" in major learning Lots of activities on campus to grow skills

641 beautiful campus good student: faculty ratio

**ResponseID Response**

645 Alumni Academics Size

647 Faculty diversity - diversity of perspectives Athletics - I am not an athlete but I feel that winning teams pull people together (students and faculty) Small class sizes

649 Small class size, amazing rural city setting, great campus

651 size location in city

652 \*Evolving academic programs \*Small class sizes \*Faculty availability (many, not all)

655 The top three strength is engagement, support, teaching staff

656 Traditions Small Classes Caring Professors

659 Tradition Location Staff/educators

664 uh... the campus is kind of pretty?

668 Class sizes Campus Community/ people Location

669 -personnel

671 faculty dedication; history;

672 spreading information. professors.

673 Liberal Arts colleges Value of Education

674 One on one student teacher

675 I am not able to visit the college and don't know any recent graduates

677 Small, committed faculty and staff, commitment to the liberal arts

679 Not sure if it is there, but the Encore Program is (was?) a strength, smaller class sizes for instruction, the traditions/continued traditions that span past graduation- there is no other college like it

683 Beautiful buildings on campus Wonderful history Proud Alumni

684 Tradition, personalized, great staff/faculty

685 Personal attention Varied courses of study

## ResponseID Response

687 I wish I knew more I apologize- I can't get over the physical beauty of the campus- The gardens - and the fine hospitality shown alumni at reunion.

689 Community Nursing Program Graduates

690 Campus,size and Unsure

692 According to info, nothing comes to mind.

693 I am not familiar enough with college at this point to answer

694 1. Size 2. Faculty 3. Engagement

696 Location, size, staff.

697 Make the campus smoke free.

702 Safe environment...class size professor to students ratio...great extra help services.

703 Faculty, community alumni loyalty

704 Location Teaching facilities Sporting opportunities

709 Since I graduated 50years ago, I do not feel qualified to comment on this or other such observations.

711 The current senior leadership team is focused on improving Elmira to ensure a bright future, and encouraging their teams to embrace best practices. Elmira College provides a quality education at a more affordable price than other colleges and universities in the region.

716 Attractive campus Sports Popular academic programs

718 The reputation of the College. Beautiful campus. Accommodation of athletes.

720 Faculty and staff that really care Beautiful campus Small size can be advantageous

721 campus beauty, most of the academic programs, some of the athletic teams

722 Friendly lots of resources accepting

724 1. Employees 2. Academic Programs 2. Athletics

726 Education offerings Soaring Eagles Campus life Theatre program

**ResponseID Response**

727 Small class sizes Supportive faculty & staff Top leadership (president & provost)

731 Most teachers actually care, the grounds staff are great

735 I am not in touch with the current cliental except to say that an administrative position for wolk inclusion, equity, and diversity is a lot of crap!

737 IT team is new and all hard-working willing to learn and adapt to the changing environment...

739 attractive campus historical legacy sports programs

740 1. Staff and faculty commitment 2. Small college atmosphere 3. Infrastructure

741 1. Strong academics 2. Small classes 3. Beautiful and inviting campus

743 Campus, student to teacher ratio and broad range of activities and sports.

745 1. Rigorous academic offerings 2. Beautiful Campus 3. A college that builds relationships through tradition

746 Education, staff, physical campus.

747 Campus/Dorms Size of student body Private

749 1. the campus and building architecture 2. its unique connections to Mark Twain and Tommy Hilfiger 3. close interaction with faculty in every class

751 Academic excellence, a beautiful campus and solid reputation

752 Size Academic programs

753 Small college Student financial support

757 teachers, size, courses

760 Traditions Longevity Adaptability

769 Faculty student interaction Facilities Campus

770 personal attention, athletic programs, and campus traditions

775 The historical buildings Beautiful Campus The students we need more of them

**ResponseID    Response**

778            Hockey Program Ceartin Professors Study abroad opportunities

784            Committed and Loyal employees Great College history and Alumni support

790            (1) Some good people that care (2) Lack of bureaucracy that slows down change (3) An all hands on deck mentality that can be a powerful tool if leveraged correctly

791            Beautiful Campus Well kept buildings Food

792            Small close community Beautiful campus Online masters program

794            1. the people working here 2. the culture and warmth of the small college feeling (although this has been injured by covid) 3. some fantastic key recent hires, including the Provost and in CAPE, and in Student Life

795            1. The campus 2. Programs (some) 3. Potential

797            Having a smaller campus Being able to communicate on a personal level with instructors Being located in a downtown area, close to businesses in walking distance

798            -the initial "look/aesthetics" of the campus -Small class size -faculty, staff and administration appear to have respect and support for each other

## 7. What do you consider EC's TOP THREE (3) weakness.

ResponseID	Response
4	diversity assistance (support for international students) athletics over education (by athletic department and students) lack of unity between employees, faculty (example: minimal communication despite working towards same goals i.e. admissions and faculty)
5	enrollment, financial sustainability, siloed departments
6	Facilities, communication, and passion.
7	compensation, enrollment, retention
9	lack of resources, lack of connection to the local community, lack of degree programs
10	money or lack of it declining enrollment (this isn't EC specific) alienation
12	Communication between departments Organization of events/registrations/trips
13	-Inability to pay wages that attract worthy candidate. We get stuck with people who have little to no passion in what they do who leave. - Transparency -Engagement on an employee level
17	1. No support personnel in the sciences. 2. Even new faculty teach overloads, which is bad for retention of faculty and students. 3. Low pay not keeping up with inflation.
19	Finances Communication/Transparency Investing in Elmira Community at large
20	1) Lack of facilities (Turf Field) 2) Poor Communication and Attention to Detail 3) Lack of Engagement with Community Leaders and Big money partners locally
21	Digital infrastructure for improved performance and communications, in particular, MyEC. Understanding from everyone how they are a part of and affect "the brand." This includes full knowledge of the strategic vision so that everyone can work to achieve strategic goals. Greater - more visible - involvement within the area community
23	Some area are understaffed: library for instance Need for more counseling services Lack of funds to bring lecturers

## ResponseID Response

24 1) We stopped doing the little things that made us who we were. 2) Focusing on money that we don't have instead of focusing on using the money we have to areas that will assure students choosing Elmira College. 3) Falling into the Status Quo ideology.

25 A lack of graduate programming, such as in CSD to compete with Keuka A lack of events like small concerts that could draw in the wider community Location with being closely surrounded by residential

26 1. Keep up with new trends in higher education (no online offerings). This would not impact the incoming class sizes, as untraditional students are more likely to pursue online learning - especially in nursing. 2. Salaries of staff - which could lead to departure and not being able to sustain continuity. 3. Resources - we lack the financial ability to add, enhance, or help departments become more efficient at what they do. Many times, we end up spreading out the duties of a particular position to avoid having another salary to account for in the budget.

29 High cost of attendance Winters of ice are rough No elevators in certain buildings with many stairs

30 Ice on sidewalks (ate shit) Stairs...and then more stairs. High cost no way for low income to achieve

31 Communication Clear expectations set

33 Lack of funds Facilities are dated and in poor condition Frustrated faculty

35 Gym size Requiring certain classes Amount of showers and toilets for men

40 Admissions Administration Student life

41 need to be willing to spend money to make money

43 Inaccessible campus that means enrollment for disabled students sits near zero Attitudes of prohibition and control that are more concerned with preventing fake reports of disability than with helping students learn Overwhelmingly white faculty and overwhelmingly white town

44 Diversity, inclusion, food

47 Small size (too small now). Location. Too many administrators.

50 diversity price

52 Deferred maintenance=challenge to enrollment and retention



## ResponseID Response

53 1. Aging Infrastructure 2. Lack of project prioritization 3. Outdated policies & procedures

56 Finances, immediate geographic setting of Elmira, lack of reason for school pride

58 Location. Location. Location

60 - Poor recruiting - Not a lot of student life opportunities - Facilities (on the inside) are getting bad in terms of upkeep. lights out, floors need refinished, broken chairs, bad writing surfaces in classrooms.

62 Perhaps diversity, blight of community that may dissuade potential students, cultural activities beyond the campus

63 Lack of college experience Lack of club sports

64 - Enrollment - Options for graduate work - On campus athletic facilities

71 Staffing Limited hybrid programs Infrastructure

72 -cost -alumni accessibility to resources

74 fundraising for large capitol projects, funding/budgeting decisions often feel sprung upon staff/admin that have to make them work with often little or no input from them, turnover in senior leadership means we are constantly pulled in different directions based on what each person thinks is important.

75 Lack of students Lack of funds A bit disorganized and sloppy with some communication

76 don't know ask the people who work there

79 Enrollment challenges

82 Leadership. Self awareness. Location.

83 Location Outdated facilities Weak sports programs

84 location old ideas Tuition cost

90 TOO EXPENSIVE FOR MANY ADVERTISING NEEDED TO RECRUIT STUDENTS

## ResponseID Response

91	1 A certain reticence to embrace changes in higher education practices 2. Admissions. I feel that the admissions office needs an over-haul. Our approach to admissions and our admissions staff need some improvement. We need strong admissions staff who are paid well and retained longer. 3. Over-identification with Liberal Arts. We need to promote all professional programs more
92	The newfound wokeness New unnecessary major programs Loss of traditions
93	Student body, enrollment and facilities
96	N/A I haven't been on campus in many years, so I feel that my opinion may not be as valid anymore. When I graduated, it sometimes was a bit clique-y, even with the deans and "favorite students."
102	Location Location Location
104	Lack of transparency Loss of traditions Cost
105	RAs Staff turnover Dormitories
111	Lack of diversity Too Stem focused in majors Getting rid of Ellen Himmelreich
112	not well known, not financially secure, little outside support
117	low student enrollment, understaffed faculty, campus that needs updating to look more like Meyer Hall.
118	Financial strained Quality of the students has declined. Faculty are underresourced.
120	Location (can't be helped) Price (lots of scholarships)
121	Keeping students enrolled (many leave after freshmen year) Faculty changes
122	No thoughts here
123	Programs fro non academic futures Emphasis on sports rather than arts, science. , history
125	Lack of transparency. Arbitrary decisions and costly blunders. Horrendous salaries (how disrespectful).
127	1. Finances (tuition fees, board additional expenses). 2. Size (this could be both a strength and weakness). 3. Surrounding area. Although Elmira College is a beautiful campus, the Elmira area isn't the most desirable area. High crime, poverty, and unemployment.

## ResponseID Response

128	Faculty commitment and competence. Students seem to be on a "campus island" and should be a bigger part of the Elmira community. Improve competitiveness of ALL athletic teams
129	Expensive tuition and fees; competition with other similar schools such as Ithaca College and Hartwick College; The city of Elmira isn't the greatest place.
130	Size of the undergraduate population Cost Institutional debt
136	Academic rigor (various classes feel too easy, or don't measure up when finding graduate schools) dealing with student complaints, and an extensive history of mishandling sexual misconduct.
140	Liberal teachers, Woke politics and lack of career training.
143	financial insecurity facility decay and lack of updated reliable technology lack of administrative initiative and imagination in problem solving
145	Smallness, poor financial investments from the past that are still due, lack of vision.
150	Lack of diversity. Lack of diversity. Lack of diversity.
151	Seems lost Not seeing marketing for school Is Elmira College alive?
153	Location, traditions, alumni base
154	Relatively recent Title IX violations imply a poor culture within the college's administration/leadership; lack of diversity; location is a negative factor in recruiting (as is high tuition cost), so college must really excel in culture/academics to compete with other similarly ranked schools.
159	National branding
160	Financial instability, past mismanagement, and weak alumni programs and communication.
162	financial insecurity; personnel leaving too frequently because of lack of pay, low morale, and being expected to do too much with too little; too much dependence on adjunct instructors
164	Community engagement, idle leadership, fear of change.
167	Lack of "Brand" Financial Instability Excess Overhead
168	High tuition

**ResponseID Response**

170	Athletics (not the number of sports but the quality of the teams)
171	PRICE/NYS/
172	Fluctuating enrollment, selectivity as a result, and long-term financial stability.
174	Potentially location (isolated in the southern tier) Potentially cost Potentially size
181	NA
190	Poor housing options Poor neighborhood surrounding campus - crime issues and urban blight remains Weak/ under developed academic programs
191	1) Immense administrative turnover 2) Poor communication/marketing specifically paid and earned media 3) Untraditional calendar structure
193	Local area/region lack of updated infrastructure faculty turnover
194	1. Refusal to target correct target market/not using admissions outreach correctly 2. Lack of focus in forward planning in technology and innovation 3. Alumni outreach tends to only be when asking for money. Otherwise, no real building of an alumni relationship.
197	Lack of engaging alumni Lack of community among students Lack of connection between current students and Alumni
198	1. Affordability 2.
202	Can't think of any.
207	high turnover in staff/faculty, old/outdated facilities/residence halls, expensive tuition
209	Location Expense ...
210	Funding Its' not standing out against the rest Needing a strategy
211	Don't know
213	I'm not sure. 1. The cost!
216	I am not sure of any.
221	I don't know, again

**ResponseID Response**

224 Financial fragility, not enough faculty/staff, inability to pay a comparable wage

225 Location Cost Offerings.

226 Communications and advancement. Better photography is an immediate need. The depressive nature of downtown Elmira. The towers are pretty poor. Either fix them up or tear them down.

227 Library IT Dining

229 Student retention Campus resources Board trustworthiness (deans, etc.)

234 .?

235 Possibly lack of alumni support at all levels, financial support, support for athletics, understanding of issues facing colleges like Elmira today

237 1) Lack of student and staff diversity 2) Admissions outreach beyond the northeast 3) Cost

238 proofreading (weaknessES)

239 Dormitories are aging Mental health supports Fewer class options

240 Not enough time spent to build awareness of what a wonderful college it is in many regions of the country.

241 Academia, Space to grow, lack of risk takers

242 Keeping tuition affordable. Crime in the local community. Isolation from cultural centers.

243 Facilities-falling apart and not cared for -elevators, locks on doors, overall appearance of stairways, buildings, etc. Technology-no support in being trained or given New ways to teach the new type of learner in the classroom.

244 Location, the culture is not for everyone

245 Past EC administration did not know that there would be a woman's movement and what EC offered did not require going co-ed. Riding the waves with capable women will provide leadership.

248 Money focused institution Loss of essence

253 Location Opportunities post graduation Blending and celebrating academic and sports to drive heterogeneity in the student population

## ResponseID Response

254 Health center, Financial aide office, health center again.

255 Lack of diversity, size as of now 600 students?

256 Town-gown relations Small campus Lack of nightlife

257 Enrollment, cost, location verse competition to other colleges and universities

260 1. Location 2. Size 3. Not well known

261 No weakness in my opinion.

262 Low enrollment Price relative to job placement opportunities

263 Location; school size; limited majors to choose from

269 Bad neighborhoods surround the college. City is very limited in things for students to do. City doesn't support the college.

271 Always a need for additional financial funds Endowment Ability to attract great teachers and talented skilled staff,

272 Some common and popular majors are not offered, like in larger universities. The nursing program needs to expand. There is so much crime that surrounds the location of the college.

273 1) Lack of alumni connection ..\$\$\$ 2) Dated sports facilities....not keeping up with other colleges 3) Appeal to future students ... what make EC different

275 Poorly maintained grounds High cost of attendance for the average family

277 Lack of enrollment Lack of engagement True buy in by admin, faculty and staff. Know the students.

278 Lower student enrollment, higher expenses, less name recognition

285 1 integration into community 2. Need to enhance continuing ed program-getting rid of the office was the wrong thing to do. There is a ton of opportunity to engage adult learners into advancement of education, many employers offer tuition reimbursement 3. Bring local students and schools to campus, specialized tours

287 1) Huge debt 2) Emphasis on sports 2) Low admission requirements

289 Practical experience as part of curriculum for all majors Online classes for all departments Need more graduate programs

ResponseID	Response
291	Diversity
294	1) aging infrastructure, 2) lack of resources to staff areas adequately, 3) limited professional development for employees
295	Funding for financial aid, being in an economically struggling community such as Elmira in recent years and student distractions in their studies.
296	Leadership Surrounding area. Money
299	not sure
304	Out of state recruitment Name recognition Improvement needed in Information Tech academic programs
305	Lack of exposure- name recognition Physical isolation Cooperative programs with neighboring colleges
307	Price Surrounding town going downhill Lack of parking near Perry, Tompkins, and Towers
308	Less well known Small size Financial support
311	Favoritism, lack of transparency (untruths), lack of trust
312	IDK
314	1. Ineffective admissions office 2. Previous investments marketing college as a strictly liberal arts institution. This image must change 3. Poor alumni engagement
315	Administration; Retention; Low Enrollment
316	1. Not enough diversity. 2. Too focused on getting an MRS. 3.
317	I don't know ... maybe looking at implementing an accredited social work program? I don't like LMHC programs, but that could be another possibility since there is such a shortage for mental health providers.
322	Existence not well known beyond the Northeast. Not "tooting its horn" enough. Not using its successful alumni more as ambassadors for the College.
324	1. Location 2. Cost 3. Not well known outside of area
325	President, leadership, lack of funds
326	Internet presence Losses from pandemic Elmira area economic blight

## ResponseID Response

328	Outreach is limited Alumni support Poor communications and marketing of college and location.
330	Financial challenges Transparency Diversity
331	1. Limited academic programming 2. Underdeveloped scholarship program 3. Significant leadership turnover
332	Cost Not sure what programs you are known for that set you apart Not always using the experience and strengths of your alumni
335	1. Financial insecurity 2. Marginal enrollment 3. Need to strategically promote Elmira's strengths locally and within the whole college/university environment AND ways to compete with similar colleges with common needs
338	Financial strength, I'm sure wealthy know our status. Our local community hurts as much as it helps. Staffing seems like we settle for what's available.
339	Budgeting Being in a run-down town (not their fault) Not getting their name out enough
341	unable to respond
342	1. Location can be a hard sell (not close to a major city) 2. Marketing 3. Not as visible/well-known as other institutions.
343	Fluid communication Financial resources Deferred maintenance
345	miss-use of funds Communication Leadership
346	Not well known, not competitive, funding.
347	1. Turnover rate a lot of new employees 2. Departments not understanding each other's roles/ division is felt 3. Retention of students
348	Not sure.
349	Modest talent at the VP level Financial risk, operating deficit Behind the times teaching facilities/infrastructure
350	Faculty strength Finances Enrollment
352	Not promote itself well. I know of no young people - especially my great-nieces and nephews and their friends - who even consider it as an option.



## ResponseID Response

357	student population is not as diverse as it could be due to high cost of tuition Faculty/staff compensation
360	ability to compete against larger institutions size visibility
363	Same
367	landscaping cost/financial aid lack of majors
372	Diversity, activities, dining options
373	Inflation
374	Admissions structure- It is not clear what the admissions staff knows and does not know about all of the programs offered. They focus on regions instead of academics, and that detracts from a strong brand image overall. Admissions councilors would be better off being well-versed in a few programs. Administrative Trust in faculty- these folks have earned PhDs. They are experts in their fields and have chosen to dedicate their lives to educating the future professionals of the world. Give them some credit that they know what they're doing. Listen to them. They have some great ideas. Adherence to tradition- while the existence of some traditions is so important, we can't rely on "that's how it's always been" to carry us into the next decade. So much has changed in the world, even in the last three years. We need to remain flexible.
378	Many faculty have lost motivation for teaching here. Frankly, some faculty salaries are so far below what is reasonable potential replacements can't be found. What was once a fairly transparent organization no longer is.
379	Needs direction Old facilities Enrollment
380	The City of Elmira and increasing theft, homelessness, lack of night life or shopping centers). The neglect of a strong capital plan to preserve it's buildings. Lack of interest in the EC Radio Station which would be a tool for exposure.
381	Lack of resources Strong Tradition Not 100% in the most up to date technology
385	Location of the college is not near any major cities for future job opportunities. Need to look for more business partnerships for internships and philanthropic opportunities.
387	Difficulty of maintaining funding at small colleges, maybe overcoming pandemic issues? I'm happy with alumni relations, so can't point out a weakness there.

## ResponseID Response

389 Decline of student government. Intermural sports teams. Lack of emphasis on liberal arts.

395 On campus athletic fields/venues/facilities

398 Limited size and resources Limited access to certain programs and majors  
May be seen as remote or isolated location Limited housing options for students

400 top 3 weaknesses communications throughout the school, which is Including campus safety, Mackenzie's, and even the cafeteria. bullying organization of events and other information within the school

401 Lack of overall engagement in the student body. Weak alumni engagement. Increase of adjunct professors

404 Alumni networking/support from alumni to current students. Student retention. Location

410 Always asking for money, not broadcasting all of the quirks, limits class offerings

412 Endowment Student recruitment Development Liberal Arts

414 1. the demographics of 18-23 year olds in the US. 2. the generally economically depressed region impacts first impressions. 3. many small liberal arts colleges are potentially closing which create uncertainty for the future of EC.

415 Low enrollment and poor finances Location in the City of Elmira Comparison to "lesser" institutions

418 it get's lost in the competitive set. students don't often apply to Union, Ithaca and Elmira. Need to make the school a 3,500. Improve the academic offerings. Doesn't have much of a reputation outside of upstate New York

424 operating on a shoestring resurgence of silos and fiefdoms reliance on too few people to do too much (too many eggs in individual baskets)

425 inability to keep up with technology advances; lack of class time options due to decreased number of professors; hesitation to take creative leaps to show quirky reputation.

426 Ongoing low student enrollment, low student recruitment. Lack of financial resources means an inability to compete for the better students. Significant deferred maintenance issues with the campus. Yes it looks pretty on the surface but remove that veneer and all is not well.

**ResponseID Response**

429	No turf Dedicated and experienced admissions staff (in particular director of admissions)
442	I didn't know
443	-pay -communication between trustees and faculty -overstressed employees with limited or no increase in salary despite increased work roles
444	1. resistance to handle employee issues 2. past neglect of properties means expensive updates now 3. innovation, need more of it to be competitive
445	student activities sports available safety
446	poor messaging, lack of brand, enrollment challenges
448	weak alumni network for after graduation need better career development developing real world skills
450	Inadequate connection with graduates from the 20th century -- especially women.
453	1 Small enrollment 2 limited majors
456	Low enrollment due to: Ineffective marketing. Not enough tenured profs on faculty. Not enough support for students regarding academics and mental health.
458	Financial stability, high tuition, local city
461	Relative distance to graduate schools; not as many graduate degree opportunities at EC itself; too much investment in areas that have ever-changing technology (the life sciences are great, but costly to update equipment).
462	Financial stress of the economy Low enrollment Poor building upkeep
463	Allowed former presidents to build and spend money irresponsibly Cared more about aesthetics than quality of academics
464	1. insecurity about jobs and finances; 2. administrators that seem to come and go, but they never seem to go before they've enacted major changes, created additional work for everyone, and stressed everyone out; 3. too few students and, in particular, too few students who excel academically
465	Increase enrollment. As a Class of 1957 alumna, I have no clear information about any weaknesses.
468	?

## ResponseID Response

469	Silos, lack of continuing education for staff, not investing in athletics and res life
470	- High levels of debt - Any institution that is tuition dependent for operating expenses is at risk in this environment *especially* given the smaller size of EC -- much less room for error. - It wasn't always the most diverse institution when I attended. Rather homogenous.
471	Outdated Number of staff dedicated to mental health/student success
472	- Lack of awareness of its current faults. The college should have built a turf field 20 years ago. If you can build Meier Hall, you can build a field - The town; we cannot fix this. This is not a college town and students/families see this when they visit. Places like Ithaca College can pull people in because they are in a cool place with restaurants and entertainment - The reputation. Listing various feats from sub-sections of US News and World Report doesn't do much for applicants. They see through this. These are attempts at marketing but hides the fact that we are an unknown small college in upstate NY. That has to change.
475	Isolation from the surrounding community A weak public relations office Lack of local internships
476	Location: difficulty getting there bia train or air, obviously not something that can be changed! Lack of students. Poor financial condition.
481	Need more diversity Fewer majors Expense
482	finances diversity implementation of academic standards
483	Relevance to the real world, beautiful area but geographic isolation & possible difficulty of providing internships/fellowships in all areas of study in the geographic region. ( I.e. I was a Merchandising major, having never worked in fashion merchandising/design & only lucked out by being accepted in the Executive Training Program at Filene's Boston along with the grads of Wharton & Harvard-- requiring a really fast learning curve & patience & forbearance of my peers, along with mentoring by the Personnel Director. Elmira Career Services those days was a file drawer with a few brochures!)
488	Price, needs more visibility in high schools.
489	Small endowment/weak fundraising - not able to convert the passion of alumni into giving Location is a challenge for recruiting students, faculty, and staff
490	Enrollment declining Prices going up for tuition (common problem) Elmira the city is not as inviting

**ResponseID Response**

491 1) Weak development staff 2) Champaigne years are still in the mind of many  
3) Continued apathy of some alumni years

494 Endowment Enrollment Alumni support

502 No online courses, IT available software,

503 1. Lack of diversity 2. Weak in engaging alumni

504 Financial woes, politically liberal and woke policies, prohibitively expensive tuition

505 -DINING SERVICES -lack of effort from some Resident Life Staff (such as RAs) -lack of classes offered for social sciences in comparison to Nursing or Bio/Chem

507 Cc food Layout of campus Some class rooms aren't good

508 food recourses no money

509 1. food 2. the saftey of off campus 3. not being able to do community service hours in hometowns

512 food nutrition carrier services

513 1. dining hall 2. only supporting athletes 3. rude people working in the buisness offices

514 infrastructure dinner food Elmira

515 Food, student work, food

523 (1): Faculty resistant to change (2): Faculty with globalized experience (apart from myself, of course) (3): Virtually no digital presence, regardless of online platforms... myself, I had no idea of this institution until I found the advertisement on a job board

525 1) Lack of Turf Field 2) Lack of Updated Academic Facilities 3) Lack of STABLE ENROLLMENT

526 Attracting and maintaining high level employees Aging infrastructure Lack of a turf field to draw student athletes to field sports

## ResponseID Response

527	lack of communication across departments lack of campus-wide recruitment plan lack of educational opportunities for businesses in the community-income courses such as Managerial Training, Time Management, CPR/FA recert & full courses, etc. Short-term courses or trainings that can bring in additional income. Lack of communicating what the EC traditions are--lots of signs for Holiday Banquet, but no explanation on what it is or what participants should expect. There's too much that's assumed to be known.
528	- location in decline - aging facilities - poor compensation
529	Shortages in resources.
531	Alumni Relations Funding athletics Enrollment
535	Listening to students the food and activities
538	Small in size Limit of resources Past perception
540	1. Leadership 2. Staff wages are not competitive 3. Lack of a culture
541	--Some building are beautiful, but others are in disrepair. --Some accepted students are not ready for college-level work. --Lack of available funds for facility improvements.
542	Enrollment
543	-Food -lack of staffing -high tuition cost with out facilities equaling its cost
551	Not enough staff to sustain classes/majors Funding for new projects Number of undergrads on campus
554	Safety, very expensive for the education, housing, and meal plan you're paying for, too much of the money is put into the hockey programs in comparison to everything else
556	Staffing in some areas Equality in programming New programing
557	Reputation
558	reputation
560	Poorly marketed - needs bc a new image Recovery from lowering standards when it went coed
563	leadership finances organizational mistrust and chaos
564	1. Decline of program sizes 2. Loss of faculty 3. Few scholarships

**ResponseID Response**

565

568 Alumni support Employee turnover Local surroundings (rundown houses, etc.)

571 Not diverse enough Expensive

572 Having to eliminate some courses of study for economic reasons, declining enrollment, and—from an alumna's point of view—the discontinuation of the snail mail alumnae magazine.

573 Marketing, enrollment and not enough scholarships to recruit students.

578 weather not a major research institution recognition outside the immediate area

579 Cutting sports teams only budgeting for grounds transfer rate

580 Athletic budgets for teams that aren't hockey Food Laundry rooms

581 cutting sports teams that are actually good only providing support for specific sports teams

582 1.food 2.heating/air conditioning 3.Security

583 1. food 2. commuter student consideration 3. lack of up to date technology

584 Lacks opportunities Lacks a lacrosse team Declining nursing program Struggling facilities No turf Very limited hours in the fitness center

585 1. money hungry 2. food 3. lack of vending machines in the dorms

586 The Meier elevator, not having a water dispensary in all buildings, and the pond.

587 Food is disgusting almost everyone transferring after freshman year NO PARKING

588 Food

589 So far the only thing I have seen done when students are breaking things/endangering others is to charge students that may or may not even be involved.

590 Dining experience Off Campus Housing options

591 Collegiate amount The food (sometimes)

**ResponseID Response**

592 1. Food 2. Campus life 3. Diversity

594 For me I do not consider that the college has any weakness in anything, only that I do consider that the cost of the year is very expensive for international students.

595 1.Cash flow 2.Recruitment of students and professors 3.Retaining students and professors

597 The town of Elmira Expense of college (great strides have already been made but the economy and the debt that college students are are larger issues)

601 Not enough visibility to general public.

604 I don't know

605 Lack of staff (especially Buildings and Grounds) Not enough on-campus jobs/budget for students to work Student knowledge of basic spelling, grammar, and writing conventions

609 1 - Ability to recruit students 2 - Lack of liberal arts classes 3 - Sticker price

611 Not well known outside NY state

613 location focus on 18-22 year old finances

616 Age of facilities and equipment campus wide I.T. infrastructure competitiveness with other local colleges seemingly unnecessary money spent maintaining an illusion of grandeur and upkeep of things like brick paths, bowling alleys, wood trim, sconces, bespoke chandeliers with tiny eagle carvings. all seemingly to the great detriment of things like...desks, handrail upkeep, wheelchair ramps not made of hasty plywood, classroom hardware, etc.

617 Too much administration/staff churn Location - Elmira is not "sexy" Former core programs (communications disorders, et al) seemingly in decline

618 Cost Vision Strength of curriculum

621 Competition from other schools.

623 Cost Somewhat limited offerings Climate

625 1-Lack of funding 2-Not enough creativity and care given to EC image 3-Lack of respect and dedication to all the disciplines

628 Low enrollment.



## ResponseID Response

630	Location: The city of Elmira is remote from internships and job opportunities, and just generally doesn't look very inviting. Cachet: I am extremely proud of my alma mater, but it doesn't have a lot of name recognition. Parents and students want schools with positive "buzz". Size: The current size is just too small for most students.
632	Diversity, outreach and educational opportunities.
638	Geographic location Economic impact on enrollment (overall economy) Community
639	Closed- minded (was back in 2005) Not a lot of job support unless you're going to be a teacher. One 1 or 2 Main Professors in a major- if one is terrible-you're stuck.
641	class conflicts because we're so small high cost I hear many complaints about the food
645	1. Lack of alumni engagement, though I do have high hopes for things to get better with Sydney at the helm of the alumni department. 2. Forgetting traditions 3. Current students reaching out to alumni hasn't been happening
647	We should require faculty/staff attendance at students' events (plays, sporting events). I think when students feel connected to each other and their professors, more students will want to be a part of it. I think the faculty workloads are becoming so heavy that many of my colleagues are "burning out." Their general sense is negative. I think we need to take steps to cap class loads for professors. Work-life balance actually leads to more effective practices.
649	No Diversity No Diversity No diversity
651	location elmira is close to the middle of nowhere cost quality of students
652	*Low pay. *Not monetarily compensating hosts for hosting our student interns. (Other colleges do this) *Allowing some faculty to rest on their laurels and not be accountable to the students by refining their instruction year to year.
655	The food, pricing changes, not being able to opt out of the meal plan without a medical reason.
656	Cost
659	Brand awareness Financial challenges Focus
664	-Terrible leadership with a lack of focus -Over priced niche programs that don't produce well-rounded adults

## ResponseID Response

668	Cost Neighborhood Athletics
669	-employee Pay -Not enough personnel (burnout of current employees- counselors especially) -Lack of technology (laptops)
671	size of enrollment (which affects different aspects of student/college experience, which has a snowball effect); lack of resources; inability to attract and retain talent (faculty and staff)
672	food. health center. not alot of options for things to do around in town. security?
673	Lack of offering courses in STEM subjects Lack of advanced degrees offered in STEM subjects
674	College is too small with no national recognition/ when I tell people I went to Elmira College they say "where's that"?
675	I am not able to visit the college and don't know any recent graduates. One weakness might be its location in Update New York.
679	Cost and how it affects/is affecting alumni's full support of the college, the surrounding area and making it a "college supportive" city, not building off of amazing programs that currently exist to drive enrollment
683	1) Unclear what makes it different / better than other colleges 2) Low enrollment 3) Less than stellar reputation of the City of Elmira / the surrounding neighborhood
684	Cost, lack of local attractions, empty buildings
685	????
687	Alas...a city that like so many others has been ravaged by a flood - lack of employment and good housing and the Prison or prisons...
689	Size Offering Lack of interest in degrees
690	As an alum, I loved the fact that it was a female college. Not sure now.
692	As above.
693	Cost to students, limited reach, apathy from older alumni
694	1. No Clue as I have not been there in Many Years! ( but it used to be Rainy in the Southern Tear )
696	Aging facilities, budget, door maintenance.

## ResponseID Response

697	Make the campus smoke free.
702	Through no fault of it's own....the size of the college cannot expand to meet student population on it's existancing campus....
703	acceptance requirements too low
704	Number of degrees available
711	Deferred Maintenance College was not properly managed for many years. Work culture that has not embraced best practices in many of the areas of the college.
716	Scarcity of resources especially teaching faculty Below average compensation which affects employee morale Outdated fitness center (important for student athletes)
718	ADVERTISING! The past year focused on promoting the Hilfiger institute (which I appreciate everything Tommy & his family has done for the Elmira area, most of us do not know ALL that he has done). Still, the college forgot completely about all the other programs at Elmira college. Recruitment cannot focus on multiple programs. RECRUITMENT- lack of engagement and follow through with suggestions from the faculty. Poor communication. SALARY!!!!
720	Not sure (I'm relatively new)
721	no turf field, location, lack of the number of students enrolled,
722	not always replying fast from resources that are needed acting fast on situations N/A
724	1. Leadership 2. Admissions 3. Bad Morale
726	Cost Location Equality of Male to Female Sports
727	Lack of communication amongst departments Admissions in general Lack of funding for necessary student support
731	Health center workers Financial aide office workers
735	Cannot say except the institution would do better with a good PR position.
737	Lack of documentations from the original IT Team Out of date Infrastructure hardware Poor On boarding and off boarding process
739	morale lack of appreciation for culture/academics nothing for students to do around campus (coffee shop, bookstores, etc)

## ResponseID Response

740	1. Faculty resources (staffing & compensation) 2. Out -of-date curriculum 3. Lack of top-three strategic focus
741	1. Financially unstable 1. No longer recruiting in areas that could benefit the college (ie, New England/Boarding Schools) 2. Lack of community and tradition
743	Location is difficult for those out of the NY,NJ,CT and PA areas. Recruiting students who can afford the cost . Going after prep school students .
745	1. Cost to attend 2. Low endowment
746	Location, safety and security, budget
747	I'm not sure if EC is competitive with study abroad / international exchange programs but hopefully they are active in this area
749	1. Location. The neighborhood surrounding campus feels unsafe, and that has been true for years. 2. Lack of food options compared to other schools (perhaps it is better now than when I attended) 3. Over-emphasis on school colors and traditions. Even when I attended, I felt the traditions infantilized the students rather than making them feel like they were transitioning to adulthood (e.g. wearing beanies, Mountain Day singing).
751	Too little known beyond immediate area too much focus on sports Failure to capitalize on Elmira Key presentations
752	Lack of diversity Not well known
753	n/a
757	location and publicity
760	Image Declining enrollment Financial support
764	Security Disrespectful Staff and Employees Cleanliness
769	Admissions is a black hole finances athletic facilities are miles away from campus
770	linking academic programs to career paths, bringing students to Elmira/Southern Tier, making college affordable (or convincing students of the value of their tuition investment)
772	Employee morale
775	Finances Need More high qualified students Moral is not great among most on campus Salaries are low

## ResponseID Response

778	Campus Housing dinning services some adminstration
784	Silos, departments not working together Employee Brand - bad reviews and feedback from Leadership and Management Employee Management - HR dept needs more staff to be able to achieve all their goals. There are only 2 wonderful employees to do all that workload. Kudos to HR!
790	(1) Limited interdepartmental communication creates both redundancies and unnecessary surprises (2) Financial investments in people and facilities are desperately needed to improve morale (3) Lack of focus on retaining employees (beyond just financial compensation) creates turnover that kills morale
791	Old tech Departments that work together are spread apart NA
792	Limited programs for social workers
794	1. a pervasive feeling of insecurity and fear 2. loss of community from many sides and in many ways, and the sense that college leadership does not think our sense of community is important 3. a very significant lack of diverse POVs and the lack of support for diverse students (international students and first gens and students of color in particular)
795	1. admissions 2. Lack of focus on academic programs 3. Loss of direction
797	Limited class offerings Not updating classes to meet technological needs Not keeping up with the current online degree program offerings
798	-lack of funds for needed physical and academic improvements -low student enrollment -not much for the students "to do"

## 8. What do you consider EC's TOP THREE (3) opportunities.

ResponseID	Response
4	increase online education opportunities for working/older students connecting with the community to offer continuing education for various professions we have some very enthusiastic faculty/employees who want to see Elmira College grow
5	Building on the LECOM partnership, leveraging the THFBS, environmental science program, etc.
6	Growth. A lot can fall under this. The enrollment can rise. The improvement of athletic facilities can help with adding more programs which will add more student-athletes. Adding new majors (athletic training, PE, Exercise Science, Economics, & PT). As a institution we need to continue to grow.
9	Become a resource of professional development for the local community and meet the needs of the global community Flexibility to adjust and be creative with degree programs to match the desire and attraction of incoming student populations Become a faculty education school for new and upcoming professionals
10	Technology grant endowment relief funds
12	Free Tuition for employees Advancement opportunities Lifetime connections
13	-You have people passionate about the institution just waiting to be tapped into -Tradition allows you to pull students in & keep the alumni connected-- need to get the employees involved (most have no idea) -History
17	1. Opportunity to gain experience and then move to another institution.
19	Virtual/online learning
20	1) Active Employees willing to work 2) We have space for a Turf Field 3)
21	New student pools opening up (international students due to a reduction in COVID restrictions, the loss of some other area colleges, etc...) Continued energy around social justice movements among students, faculty, and staff. A community hungry to build and keep skilled workers
23	Fundraising through alumni Fundraising through development Connecting more with LECOM

## ResponseID Response

24 1) The downtown area if the community leaders will focus on promoting it more as a college town/young professional area since we have the college and LECOM in close proximity. 2) Being able to use LECOM to maybe help develop other health care programs. 3) The ability to promote 2 campuses by considering the Murray Athletic Center and its property (Catherine Creek, etc.) as another campus.

25 Increase connections/involvement with local schools to increase student awareness about our programs Host more events that can involve the general community Increase media exposure through leveraging our faculty's expertise on subjects as they become newsworthy and through the community events noted above

26 1. Adding vocational degree programming, more graduate programs and doctorate degrees. Examples: guidance counseling (business and clinical) computer sciences. Vocational (Radiation Therapist, Electrician, Aircraft and Avionics, engineering, construction, etc) Doctorate (physical therapy, education, administration, chemistry). 2. Local partnerships with business such as Wegmans (who partners with colleges and would provide additional free advertising). The creation of a "matching" scholarship to all recipients of the Wegmans scholarship would increase our brand recognition and recruitment pool. 3. The creation of a D3 football team. I am not even a football fan, but numerous case studies have shown that the creation of a football team - at small liberal arts colleges - have led to an increase in the overall student population and incoming cohort classes. This also has many indirect positive consequences as other creations such as a marching band, homecoming event, internships (sports-management, broadcasting ticket sales, advertising, marketing), cheerleading or danceline events at halftime, raising money (concession stands, ticket prices, advertising) 4. Create campus internship opportunities. Full-time and part-time. We have various degree programs in which students in business, psychology, human services,

29 Internships Community service Teaching program is nice

30 Volunteer work (all the options) Internships to get students out there Icebreakers to meet new students weekly.

31 Online instruction

33 Increase athletics in the local community - bring facilities to downtown Engage the alumni community

35 Athletic opportunities Study and help center On campus jobs

43 Continue to emphasize community engagement, internships, and the Term III classes Make adjunct faculty more directly involved and support them in developing classes Recruit students with a passion for social justice and feminism

## ResponseID Response

44	Small classes, internships, personal connections
47	Physical plant improvement - we've let thing slide too much in recent years. We can bring it back. Downplay our more expensive programs and emphasize the more cost-effective ones. Reduce administrative overhead.
52	Contraction of peer institutions, execution of the financial plan, enrollment growth
53	1. Academic programs 2. Athletics 3. Ability to modernize and streamline the College
56	Select renowned athletic programs, strong nursing program, and proximity to Corning Inc.
58	The ability for students to interact with faculty on a daily basis
60	- Trying to get more recruits on campus - showcasing some of the upgrades that have occurred. - highlighting some of the new programs
62	Travel abroad programs, internships
64	- Continued absorption of adjacent properties to provide growth - Use of electronic media advertising to attract out of state applicants - Investing in infrastructure
71	Expansion into a wider market Hybridization (Online programs) New programs
72	-adding more majors and grad programs
74	utilization of faculty, staff and administration leaves a lot to be desired (stricter terms in contracts, enforcement of contracts, clawback agreements for faculty who leave before fulfilling contractual agreements, etc). Under utilizing student workers (discount opportunities for students who work a certain number of hours doing approved activities and similar might be more of a draw than the cash that we give them). A study now, pay later system of payment might give students the opportunities to pay a higher amount in the future. This would rely on career services being able to get students placed into good jobs.
75	Hilfiger Institute Strong teacher program Beautiful campus
76	good reputation students moving on to productive careers
79	Regional colleges will close. EC needs to entice those students to enroll at EC.



ResponseID	Response
82	Business savvy. Athletics. Niche majors. Business/nursing/PA/etc.
83	Expand sports program/facilities Willingness to invest in self and improve campus Work with local colleges for post grad opportunities
84	athletics partnering with area venues providing career biased education partnering with are industry
90	SMALL COLLEGE EXCELLENT EDUCATION
91	1 Professional programs/healthcare related programs. If these programs had healthy enrollments, it would fund the liberal arts 2. Overhaul admissions processes. 3. More inter-community relationships. Improved engagement opportunities to bring the local community onto the campus.
92	Bringing back the important traditions Stopping the wokeness Tuition hike
93	Same as strengths
96	- Exploring certificate programs - Exploring more online options for distance learning for post-graduates
102	Become a well rounded educated human
104	Alumni Adapting to change
105	Scholarships Internship Relationships with professors
111	N/A
112	educational, diversity, financial
118	Engage the alumni.
120	LECOM partnerships - continue to participate and encourage Local and international business Alumni events - could ask alumni to speak at their current local HS as a form of recruitment?
121	It's small, close-knit community Scholarships
122	Applicable courses for women in today's world in technology and further education
123	Increased diversity Expansion of science courses Obtaining top tier faculty in arts., science, and history disciplines
125	The quality of teaching, mostly.

## ResponseID Response

127	1. Study abroad 2. Small individualized classrooms 3. Many sports, cultural, and major related work study opportunities. There's a place for all interests.
128	Recruit better faculty Reward positive change Grow with and because of your students
129	Ability to change being a small college; excellent physical campus; focus on individual attention to each student.
130	The successful athletic programs
136	Potential to engage with other regional colleges and universities to foster student research and collaboration, working with the broader Elmira community,
137	More diversity among staff and students. I observe student when I drive by campus and observe more white students than those of different cultures and ethnicity.
140	Fix #7.
143	willingness to partner with others to increase academic reach(community needs college to survive financially) possibility of surviving long enough to remain and option for those wanting a small school with quality education as other small colleges fold Once a plan is in place--clean house and hire professionals capable of executing the plan
145	Students are looking for a private college education,
150	Time to turn it around and up the minority game.
151	Go green Create spaces for students to come together (not only Campus Center) Improve campus tours
153	Reimagined learning and campus experiences, alumni base
154	Focus on increasing diversity amongst the student body, faculty, and administration; Rededication to traditions and academic excellence; Offering prospective students unique experiences.
159	Social marketing
160	The new business schools, retail, nursing its alumni.
162	Convince donors (including grant providers) that there's a positive future for EC; ...
164	I'm not sure.

## ResponseID Response

167 Increased Enrollment More Focused Approach to Academic Offerings  
Reduced Expenses

168 Third term independent study Practical field experience in area of interest  
Opportunity to build close relationships

171 CAREER PLAN WITH CGW-SUMMERS MORE CAREER COURSES

172 Facilities to grow into at least in regards to bed space, a recent history of  
being able to capitalize on trends and opportunities, and a stabilized  
leadership at the President level.

181 Continued national recognition, increase in enrollment, and alumni  
involvement.

190 1.) Local engagement - better alignment with local businesses and industry  
to support academic programs. 2.) Scholarships - EC used to have a robust  
scholarship program. In looking at public information it would appear those  
opportunities have drastically changed in the past decade. Change happens  
of course but your offers are not competitive overall. 3.) Invest in your  
facilities

191 1) Partnerships with area schools/state agencies and other institutions 2)  
Advanced alumni network outside of EC board 3) Unique identity

193 Athletics and beyond Nursing and sciences

194 1. There is a fundamental shift happening in higher education. EC has a  
chance to be a leading college in New York State in this new shift. 2. Cut  
expenses by eliminating academic areas that do not have many students or  
interest and reinvest those funds in money making avenues for the college  
and successful academic programming and successful admissions outreach.  
3. EC should help lead the charge in cutting tuition to make the college more  
accessible to students from lower income areas and from lower income  
families.

197 Increasing enrollment by appealing to more diverse students Engaging  
Alumni in a variety of ways (giving, attending events on campus, be apart of  
events on campus, hosting Alumni events even if you don't have an Alum  
host, supporting EC teams near where they live at sporting events)

198 1. Help in internship/field experience/student teaching 2. Well rounded  
education 3. Developing lifelong friendships

202 small class sizes excellent professors great internships

## ResponseID Response

207	1) Continue partnerships with other institutions (ie. Lecom) 2) Donors such as Tommy Hilfiger 3) Expand outreach to continue helping the Elmira community at large
209	Class growth numbers Loosen stringent admission polices Alum solicitation
210	Young Alumni Volunteerism Tradition reinvention (using this to get alumni connected) The city of Elmira, Corning and Horseheads
211	Engage with alumni to enhance fund raising opportunities Set college apart from other institutions
213	I'm not sure.
216	Location, Campus size, and methods of students and graduates to connect beyond the day to day and upon graduation.
221	Beautiful campus and nice town to browse in and walk away from troubles in. Nice and smart Elmirans in the various businesses. and places of worship
224	Rebuilding/reconnecting with a large alumni base to increase giving, partnerships with area businesses to increase visibility and giving, strengthening campus morale amongst faculty, staff, and students now that COVID is not hindering events.
225	Tommy Hilfiger's fashion business degree
226	Celebrating the history. More than Mark Twain - women's equality in education is so important. Make a connection to the women's movement in Seneca.
227	1. Library & Archives support will both engage the community and provide students with the training to use information resources necessary to be successful upon graduation in every field they may pursue. 2. Improved dining that accommodates the growing need for special diets and allergies among incoming students. (more options, no cross contamination or bad labelling) Healthy dining options for athletes that miss typical mealtimes due to practices and games. 3. Promote a balanced humanities education regardless of efforts to improve employment opportunities with career oriented majors to give the world well-rounded thoughtful graduates.
229	Travel / trips business relationships (networking) Student government
234	?
235	Physical plant attractiveness to outsiders Reputation in the region ????

## ResponseID Response

237	1) Connect with other area colleges to provide intercampus course opportunities 2) Community partnerships 3) Connections between current students and alumni
239	Clinical ours or other career hours Community volunteer opportunities
240	Build awareness of how much the school has to offer. It's known locally but needs to be seen as a competitive choice in other parts of the country. Continue to build the enrollment to 1000.
241	Availability of Grant Moneys, need for people in consumer service, need for post high school educational programs to meet the needs of the failures of public education.
242	Opportunity for students to grow as productive human beings. Learning in small groups. Getting to know staff.
243	Better students Update facilities and equipment Increase salaries
244	Clearer strategic direction for the next five years, expanded recruitment efforts, redefine our place in the market place
245	Growth in health care will be transformative.
248	To reach out to the community and see what is needed and try to bridge the gap between the college and the surrounding areas To be a leader in equity as the founding fathers were attempting to be for woman, but rather for people as a whole
253	Celebrate and market achievements at a higher level. Market uniqueness of campus and its history Get more alumni involved in selling the college as well as networking and speaking to current and potential students
255	To increase in size , overseas recruitment abs experiences.
256	Increase enrollment Adding quality majors Improve town-gown relations
257	Addressing financial debt and transparency about long term plan
260	1. Partnerships with Elmira city 2. Adding more sports opportunities 3. Alumni engagement
261	Career opportunities, third term curriculum and community involvement.
262	Scholarships, I had luck to have salutatorian scholarship Ability to connect with professors personally

**ResponseID Response**

263 Community/alumni network; location (it's sooo close to cool stuff but the city of Elmira needs some TLC); staff

269 The desire! Many opportunities. Alumni backing

271 There are students needing a quality education Always a need to develop programs that meet today's job needs Attracting needy, talented students

272 Adding majors/ minors Adding more knowledgeable professors Expanding current majors/ minors

273 1) Rip the bandage off... 2) White board approach to reinvent the college and appeal

277 New majors Traditions in new ways Sell the excellence to prospective students

278 Opportunity for personal relationships with faculty, connections with alumni, connections with outside schools/businesses

285 1. Continuing education/adult learners 2. Community engagement 3. Develop independent college students

287 I have absolutely no ideas!

291 Study abroad

294 1) new academic programs, 2) new athletic teams, 3) seeking grants

295 Not an expert in this field but need to build alumni and corporate relations to build scholarship funding. Or other suitable options to enhance scholarship coffers.

296 Leadership Raising money Innovation

299 good student practicum in your field, Term 3 opportunities . community participationno idea

304 Job placement for grads Corporate ties for internship programs

305 Cooperative programming with neighboring institutions

307 Ability to double and triple major Ability to play multiple sports Internship network

308 Willingness to look towards the future Traditions to build on Proud alumni

311 Education, faculty, students

## ResponseID Response

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312	IDK
314	1. Proximity to larger institutions (Cornell, Ithaca, etc). Elmira should utilize this proximity to increase opportunities for students 2. The slow revitalization of Elmira community 3. Network of successful alumni. Utilize them to show prospective students a small college does NOT = limited opportunity.
315	Hilfiger Program; LECOM Affiliation; Individualized Education
316	1. Exploring curriculum outside your major. 2. Programs like Washington Semester or foreign study. 3. Intensive work with professors is available
317	Term 3 travel, internships, medical and nursing programs that get professionals jobs after graduation.
322	Have the EC Key Award presented at more high school award ceremonies. EC needs to advertise its qualities more to both high school guidance councilors and the public. Look into offering high tech two year degrees.
324	1. Build on liberal arts. 2. Continue to identify and implement emergent career opportunities. 3. Attract top students with 1 and 2.
325	Financial stability, eliminating majors, investing in money maker programs
326	volunteers Increased funding sources Strong internet / social media presence
328	Offers scholarships Association with medical school and strong health and science fields of study Courses that can provide jobs
330	Position some professors as subject matter experts in their fields on a national or even global scale / get the name of the college out there in a thought leadership capacity Recruit, retain more diverse students in terms of race, religion, hometowns outside Ny or the Northeast
331	1. Enter 2023 and beyond addressing a future world 2. Increase the student experience with co-curricular programming 3. Retain top faculty
332	Look at what programs are offered at state schools that cannot accomodate the numbers of students trying to get in them or need to go part time at night to achieve it.

## ResponseID Response

335	1. To increase Elmira's image within the geographic community 2. To increase online promotion to high school seniors & utilize lists of STEM and high ranking students 3. Persistent follow-up with potential students and THEIR PARENTS - PARENT communication, answering their questions and concerns is extremely important - get them on board
338	Shoot for the children of one percenters. This is a perfect post prep school place Partner with local businesses, ie. Corning Inc.
339	Reaching out more to prospective students Engage in more social media Offer more alumni events not at the school that are for families as well as the alumni
341	unable to respond
342	1. Hilfiger Center 2. Agreement with LECOM 3. Selling the history
343	Connections with the communities of Elmira and Corning Corporate collaborations Local job seekers
346	Raise entry requirements, recruit more, improve fund raising.
347	A rotational program can help with 2 of the weakness As for the student's voice, I wouldn't know much
348	Not sure.
349	Individual fundraising could be stronger Add more wealth on the BOT; communicate immediate financial need to alumni
350	Improve financial stability Improve faculty Improve challenge of course work (many valedictorian students indicate a lack of academic challenge)
352	I just don't know....
357	Collaboration with area businesses and community
363	Same
367	more majors offering more services fundraising
371	Online education, small class sizes
372	1. internships 2. clinic 3. community engagement



## ResponseID Response

374 Location- this area is beautiful, and Elmira may as well be a blank slate upon which the college could make its mark if the right lines of communication were open. Pre-professional programs like nursing, Communication Sciences, accounting. Those will be a draw in the coming years. We should put more resources into boosting those programs Post-Covid changes- a small college that was able to make meaningful changes to its culture and structure after Covid will draw attention and students.

378 Seeking out high quality students in ways that are not limited to emails and youtube videos. This is a school that thrives on personalization and our admissions department seems to be losing that personalized touch. I'm not sure what students want to do these days, but are the student activities well attended? What keeps them engaged? What is working? It's hard for me to tell. Discover what's working and replicate those things. If we are really about offering a personalized college experience then market that. However, maybe don't market to the underachievers -- that's not working so well for us.

379 To change, grow and reinvest

380 Growth (population) Increased funding through trusts/grants. Exposure through media sources (for events, programs, sports)

381 Athletics Transfers

385 Internships, including the Hilfiger internship in NYC.

387 Articulation agreement with FIT, third term study abroad, Mark Twain Center

389 I have no idea.

390 expand the curriculum increase enrollment

395 Social media highlighting campus, students, etc Outreach to high schools/prep schools administrations

398 Increasing demand for liberal arts education Increasing enrollment and retention of students Developing new academic programs and partnerships Expanding online and distance learning options Investing in campus infrastructure and facilities

400 Top three opportunities collaborations or partnerships funding experimental trips (including for interviewing, degree, and overall experience)

401 Partnerships with Businesses in the area (ex. Corning). Partnerships with other small colleges (ex. a Bryn Mawr/Haverford/Swarthmore style partnership)

ResponseID	Response
404	Career development Academic improvement Increasing standards
410	Bringing on more majors, bringing back traditions, advertising
412	Increased enrollment Increased fund raising Trade school ( 2or 3 specialties) Would generate business support)
414	1. Faculty student ratios provide a major opportunity for our undergraduates who are emerging from Zoom based education. 2. The size and needs of the community creates major opportunities for an undergraduate to see an impact of their efforts within the 4 years of attendance. 3. Mentoring and partnership opportunities with alumni.
415	Beautiful campus and buildings Traditions and history Small size and individualized opportunities
418	It has the unique opportunity to be really good at hockey and should take advantage of it. There is a history of it and the city supports it too. There are a lot of small liberal arts colleges in upstate New York and they all aren't going to survive, build on what people like and what makes Elmira unique. Work on improving the business and marketing departments
420	ability to locate jobs after graduation
424	The great shakeout in higher ed (if it doesn't kill us it will . . . ) The potential resurgence of the local community (version 6.1) A slowing economy that might make a 3-4 year detour to college more appealing
425	offer summer classes; connection with the Elmira community; LECOM.
426	Merge with another institution Consolidate with another institution Affiliate with another institution
429	TURF
443	-small, intimate community that could collaborate much better than the current tribes that exist amongst administration and faculty groups -retain quality faculty -expand outreach and integrate through global connections
444	1. focus on good employees, remove obstacles that threatening their success 2. offering brainstorming sessions for curriculum, being in industry experts for new ideas 3.
445	community service internships
446	Cazenovia transfers, Tommy Hilfiger association, Capital Campaign success
448	athletics faculty new majors

## ResponseID Response

450 Greater regional and East Coast visibility

453 1 junior year abroad 2 Internships 3

456 Rebrand EC and roll out an exciting vision for the future based on new programs, new faculty, and a distinctive approach to a student-centered approach to education (tutors for every course; Life Skills for FYs; more counselors for mental health).

458 Athletics, majors, traveling abroad

461 The new work with LECOM; a growing sports program (baseball is great now); relationships with graduate schools.

462 Lecom Tommy Hilfiger Beautiful old buildings

463 Grow donor base Make campus more inclusive to attract and retain more students Being in guest professors for academic areas that you want to grow.

464 1. Settle on programs/majors with positive yields with regard to student completion, employability, and contributions to professions and communities. Stop making constant changes to the catalog. It's confusing to students, advisors, and new faculty. 2. Continued expansion of community engagement. 3. Highlight EC's beautiful campus by making improvements to the beautiful buildings so that they are accessible.

465 Identify alumni who can financially support the college. Be selective about corporate and government programs with strings attached.

468 ?

469 The availability to make students feel connected, traditions, the beauty of the college

470 See above

471 To grow by updated athletic facilities. Adding more academic programs that may bring in more students from other areas. More outreach events to help build the community around it.

472 - While LECOM isn't a great DO school, you should be significantly marketing the near on campus DO program and the articulation agreements - Improve athletics/add a turf field/return varsity lacrosse. An upstate NY college without men's lacrosse is unheard of - Invest in math and science. You need to improve the reputation and it is not done by business or marketing programs

**ResponseID Response**

475 LECOM The Tommy Hilfiger School of Fashion A good instructor to student ratio

476 Again, small size and interaction with profs. Preparation for careers being emphasized. The cooperation with the Osteopathic college

481 Easier to get to know people with smaller student body. Chances of being a big fish in small pond are greater. Forming stronger academic and professional relationships

482 engagement with alums engagement with friends of the college

483 Willingness to have this survey, desire to not only survive but thrive, & alumni who care. Use them!

488 Not sure

489 Increase enrollment Continue to form partnerships like LECOM, Hilfiger

490 Students are diversified, which welcomes all. Independent study and internships are available to meet the future. Nursing and possibilities to get into medical school via Lecom are an asset.

491 1) Desire for personal attention at college 2) Chance to reconnect with alumni 3) EC can cement its future with the right plan

494 Potential for increased alumni support Summer programs - we are located where there are opportunities to create programs uniquely appealing to high school students - aeronautics with local museums and flights in historic airplanes and gliders, racing cars with driving the the Glen track and the International Motor Racing Research Center in Watkins Glen, and the Womens' Rights Museum nearby.

502 Online courses, money making events,

503 1. Engage baby boomer alumni before we leave this world 2. Develop new academic area 3. Gain greater diversity in student body

504 Strong traditions beautiful campus, strong and faithful alumni

505 -Community Service Hours -Internships -Networking/ relationships with Professors due to small numbers

507 Work Meet new and important people Academics

509 1. community service 2. internships 3. close relationships with professors

514 ???

## ResponseID Response

515	Education, sports, internships
523	(1): Magnificent growth potential into business studies if more faculty are procured (2): Strong marketability of small class and community to niche customers (students) desiring that kind of more inclusive learning environment (3): Traditional learning medium and curricula supplementable with new tech (i.e., simulators that I use already) and globalized experience (such as my extensive 20 year experience in Asia and Europe)
525	1) LAND 2) Foundation with beautiful old buildings on campus 3) Beautiful Campus
526	Opportunities to grow transfer populations by building strong articulation agreements in our most popular programs Summer immersion programs for high school students
527	Collaborations that can be made to strengthen our connections to the community. For example, stronger ties with businesses for internships, on-campus employer recruiting, networking events, etc. Campus-wide support for recruitment & bringing in more students to EC
528	- non-traditional student needs unmet by others in area - disorganized publics in the region - Partnerships with businesses in the area
529	Expanding successful programs.
531	Building a turf field increasing enrollment through athletics more funding with better alumni relations
535	Meeting new people finding what inspires you and connections
538	-Geographic location, Northeast & closeness to other states -
540	Get a turf field Club Sports
541	--Lots of local, potential students. --Our focus on student success sets us apart from other, similar institutions.
542	Increase enrollment Enhance offerings Build online learning
543	-scholarships -good connections -archive material availability (but not encouragement)
551	New athletic programs (NCAA approved/ club sports) New majors/minors Internships
554	Unable to list any

**ResponseID Response**

556	Program expansion( new majors) Collaboration with community opportunities (LECOM, Tommy Hilfiger, Clemens Center, First Arena)
557	?
558	unknown
560	Involve your alumni more Intensify curriculum More visibility through marketing
563	finances leadership accountability
564	1. Growing community connections 2. Rebounding post-COVID 3. Increasing networking with alumni
565	Quality education Freedom Innovation
568	Marketing and enrollment Capital campaign/invest in fundraising Student support programs
572	Its historical importance (granting degrees to women equal to those granted to men) could be an effective recruitment tool. Outreach to economically deprived areas coupled with scholarship opportunities. Reaching out to the wider community (Elmira) to create a more exciting environment for prospective students.
573	Being a leader in innovative learning opportunities such as internships, etc, and Management major and concentrations
578	continue to expand academic options to meet societal needs strengthen STEM offerings build the endowment
579	to bring back lacrosse with a professional team right around the corner bringing in a turf field laundry rooms in all buildings such as cottages
580	Updating facilities Landscaping Getting a turf field
581	scholarships
582	1.Professors/other faculty 2.Internship opportunities 3.Community engagement opportunities
583	I dont know
584	Some sports Very limited clubs with even more limited exposure
586	Tommy program, sports teams and nursing program.

## ResponseID Response

587	Expand all parking lots Get a turf field Stop having teams play games at domes
588	Community Services, Internships, Professors
589	Community relations
590	Travel Abroad Meet diverse people Academic challenges
591	Educational scholarships Educational materials Internet
592	1. Internships 2. Small class learning 3. Housing options
594	the ease of entering the college for international students, their academic experience and their sports orientation
595	1. Utilizing the dedication and devotion and the expertise of your ALUM 2. May we please have a female president! 3. Need to find EC's "spirit" - what is EC now, what does EC want to be, what is EC?
597	Enrollment Modernization Price
604	I don't know
605	Fixing the pool would likely draw more students in, especially athletes Having a shuttle to and from the Arnot Mall every other weekend, or even once a month Bringing comedians and other performers into Mackenzie's
609	1 - Create more programs 2 - Create a greater presence in the community 3 - Recruit more students locally and make the college more commuter-friendly
611	There is room for growth everywhere
613	merging with another college or organization to achieve economies of scale expanding recruitment of people of color filling up vacant dorms
616	economic downturn foreign students a passable structure for remote learning
617	New programs - LECOM, Hilfiger, digital/art programs, etc Facilities can accommodate higher enrollment Market EC more strongly at Northeast private schools
618	Narrow focus Continue night courses Participation with other nearby institutions of higher education
621	Not sure how to answer this question.

## ResponseID Response

623	Expansion Out of state enrollment Making it affordable.
625	Enough resources exist to improve upon relations among departments and EC image
628	Partnering with nearby grad programs and institutions to make ECs programs more innovative
630	Tommy Hilfiger: He's a globally known and respected person/brand. He provides buzz and credibility. Campus: In spite of looking a little worn around the edges, it's still a beautiful campus. New majors: EC is meeting the needs of future students.
632	Size, international connections and cost of education.
638	Academic programs Service opportunities Faculty engagement
639	Expand to companies in the area- Lockheed Martin, Corning, Syracuse companies Expand with other colleges and universities Expand Majors
641	connect students to the city more--have the college and the city work together to help each other
645	1. Re engage alumni!!
647	Build a community - require attendance at events. That's where relationships grow. Make efforts to get to know everyone. Require more collaboration - more frequent faculty collaboration, more frequent student connection. Frequent small changes lead to greater change over time.
649	Sports, music, drama
651	improve student body
655	The top three opportunities are the internships they offer, the jobs, and the engagement to get to know the campus better.
656	Relationships Opportunities with Term 3
664	?
668	Room for growth without adding infrastructure Attract students with new majors/affiliations Cazenovia closing
669	-turf field -more athletic programs to increase enrollment/retention - fundraising efforts



## ResponseID Response

671	program/people collaboration with other institutions or networks; making the EC campus a destination for small conferences and events;
672	education. scholarships/financial aid
674	Don't know
675	I am not able to visit the college and don't know any recent graduates
677	More vibrant outreach to alumni, highlight academic distinctions, develop strategies to promote EC in new and creative ways
679	Encore (again, if it is there), being an RA/residential life, the masters programs (which should also be available to other programs!)
683	1) Growth through the TH Fashion Business School 2) Consider adding more health related careers - PA, PT, OT. There are very few Nurse Anesthetist programs, so that would be a place to stand out 3) Continue to develop relationship with LECOM
684	Rebuild campus life, alumni that care and can help, community events on campus
685	Community outreach Faculty development Strong student leaders
687	I see Practical courses being added to the curriculum creating opportunities for graduate programs and job opportunities.
690	Academic strength, recruitment competitiveness, academic opportunities.
692	As above.
693	???
694	1. Flexible Programming 2. Student Diversity 3.
696	Community engagement, increase enrollment, diversify course programs.
697	Make the campus smoke free.
702	great one on one help
703	Break out of the northeast area for prospective students--broaden awareness and recruit alumni nationwide to help/interview and visit high schools
704	I'm to out of loop to answer adequately

## ResponseID Response

711 Tommy Hilfiger Fashion Business School gives us the opportunity to attract a broader range of students, both from the US and Internationally. Welcoming Cazenovia students could not only increase our enrollment for a few years, but open a new market for students in that area of the state.

716 Recruitment of international students Involvement of student alum in success of college Capitalizing on Tommy Hilfiger association to grow enrollment

718 Increasing enrollment in the nursing program. Increasing enrollment in human services and having a social work major. Having programs work together - the theater department can supply actors/actresses for simulation in nursing. Internships with the theater department, such as managing the box office.

720 Building new and building on, relationships, relevance and reputation.

721 athletic programs, fund raising, ability to attract students

722 big community sports are like family N/A

724 1. New Academic Programs 2. Other College Closing 3. LECOM

726 N/A

737 Any weaknesses are opportunities to improve.

739 historical legacy (female college, Mark Twain) academics room to improve

740 1. Improved recruitment resources 2. Academic program updates and integration 3. Sponsored students

741 1. Utilize the Alumni--I have offered to help admissions recruit in Central New England, for example. 2. Do not just rely on traditional fundraising--step outside of the box--I'm sure there are Alums who can assist with this too. 3. Have a community that also needs help--work together!

743 Medical courses of all types and levels. Business school. Strong liberal arts. Teaching students to think

745 1. Expand partnerships with local businesses, medical facilities and educational institutions 2. Providing students with the opportunity to hear and learn from both conservative and liberal thinkers.

746 Flexible quality education, student activities, life long contacts

747 An online program?? Programs in cybersecurity, national security, criminal justice, etc.

## ResponseID Response

749 1. Nurturing its relationship with Tommy Hilfiger, his family, and the fashion school 2. Developing and promoting its nursing program given the shortage of nurses in the U.S. currently 3. Reestablishing EC as a destination for potential medical students through the LECOM partnership

751 Using social media Hosting academic conferences ?????

752 Growth Connection with employers in the larger region Cooperation with other colleges

753 n/a

757 new courses, opportunity to enter to track into a medical school as a freshman

760 Improving image Seeking financial investment Publicity to attract enrollment

769 Not sure, beyond the failure of competitors. Our admissions appears to be broken so fixing that could be an opportunity

770 Grant funding for campus improvements, funds available to support the retention of students of color, and lack of competition from other 4-year institutions in the immediate Elmira/Corning area

772 Expanding upon current programs

775 Hire energetic leaders who are willing to make changes Many are fearful of change and resist it unless forced and monitored - counsel and not keep people if things are not working out well. The beautiful state of a art college; student are wanting to be admitted. Improve Sports - that is what gets and keeps and students and gives students things to do

778 Possible off campus housing and apartments the opportunity to grow athletic programs adding more masters opportunities

784 EC brand improvement from student perspective but also for employees Develop programs that meet the demand and attract more students for admission. Target programs towards a diverse population. Ex Trade school programs

790 (1) Leveraging our history as a progressive women's college and our geographic location 30 minutes away from the Finger Lakes region (2) A core group of people across campus that care and have the energy to persist through challenges as long as they feel valued and have a livable salary and sense of some stability (3) Lots of remaining opportunities to connect with local businesses and organizations

791 NA

**ResponseID Response**

792 internship/job placements Small classes

794 1. Fundraising and a capital campaign 2. hiring more professionally trained, competent, and diverse employees 3. bringing more international students to campus (but we need an ESL coordinator!)

795 1. To establish as somewhere people want to go 2. Create a vision that matches what students are looking for 3. To evolve programs and experiences

797 Expanding their student base Having more partnerships with surrounding businesses Having state of the art technology

798 -growth and development to academic programs -increase revenue -increase student enrollment, retention and diversity

## 9. What do you consider EC's TOP THREE (3) threats.

ResponseID	Response
4	the educational climate as a whole-decreased retention/persistence mental health issues/needs of students offerings elsewhere that we do not have (courses, majors, lower tuition, nicer housing)
5	Increasing state and federal regulation, student mental health, questions about the value of a college education
6	Low enrollment, facilities, and lack of new majors.
9	Failure to adjust to current trends and lose out on enrollment. Lack of diversity could create a reputation of not wanting diversity for individuals outside the campus experience Losing out to competitors
10	the economy tuition, room, and board prices further alienation
12	?
13	-Finances -How they treat employees--endless cycle of toxicity -A student base that does not meet the standards of an EC education. We are accepting anyone and everyone. This leads to a bad retention rate. We lose faculty because they are teaching to a student-base that is terrible.
17	1. Old infrastructure. The pipes are so old they just burst--very Soviet Era. 2. Student and faculty turn-over due to teaching loads. 3. Lack of students.
19	Virtual/online learning offered by other institutions Remote work offered by other employers and desired by current staff
20	1) Lack of support from Trustees for Turf Field 2) Laziness 3) Poor Communication and Attention to Detail
21	Continual national messaging questioning the value of higher ed - in particular, liberal arts Negative perceptions of the College as being white, elitist, and not community-minded A looming recession
23	Athletic budget cuts Arts & Humanities budget cuts Continued IT challenges that are facing everyone
24	1) Members in the community trying to push their agenda that may not be in the best interest of the college. 2) The safety of the surrounding area and downtown. 3) The narrow vision of our community leaders, some of which advise the college.
25	Changing attitudes toward secondary education Perception of cost, especially compared to SUNY schools That it is too local for graduates in our area looking to go further away for their college experience

## ResponseID Response

26	1. Financial constraints and resources - This is pretty self explainable, but also includes outcomes such as rising costs for students 2. Declining enrollment in an increasingly competitive market. - There are less NYS students to select from compared to past generations, and more competition to navigate when recruiting college bound prospective students - especially the academically talented students with the means to pay for a postsecondary education. 3. Becoming a dinosaur and having to constantly adapt to new trends instead of being out in front and shaping the new trends of the marketplace.
29	Price Food Less degree options/sports options
30	Ice Dining hall food Price
31	Not meeting requirements for reaccreditation
33	Declining enrollment Burnout of motivated staff and faculty - overworked, poor pay and benefits
35	Other schools athletic facilities size More gear for all sports and not just certain ones Cost of schooling
43	Considering itself a collection of sports teams first, and a school second Turning away all students who don't fit the traditional mold (white, upper-class, U.S. born, 18 years old) with culture problems Letting tradition get in the way of cultural competency
44	Homophobia, street violence, racism
47	Tuition Departing faculty Student recruitment
52	Lack of college aged students in the Northeast, peer schools giving away tuition, deferred maintenance
53	1. Resistance to change 2. Location 3. Cash Flow
56	Increasing tuition costs, decreasing emphasis on liberal arts, decline in regional affluence
58	Costs no need for higher education and location
60	- constantly losing faculty and staff because pay is so low here. - isolation creep that is slowly coming back between faculty and administration. - Having disgruntled faculty and employees in front of current and potential students. They do us no favors when it comes to recruitment and retention.
62	Negative national atmosphere regarding higher Ed, combatting attacks of elitism

## ResponseID Response

64	- Affordability - Potential Applicants cost comparability v. state funded institutions - Lack of on-campus athletic facilities. (Multiple Turf Fields & Ice Rink)
71	Competition Changing Environment in Education
72	-high tuition -minimal grad programs
74	Financial insolvency, loss of personnel to rising cost of living and stagnant pay, loss of accreditation
75	Further deterioration of student pool Lack of funding Lack of Alumni giving
76	money money money
79	Financial challenges Misperceptions about the value proposition of a liberal arts degree. Lost morale from alumni, staff, and students.
82	Lack of revenue. Poor use of resources. Decisions made by academia and not business backgrounds.
83	Location Need for college going away Programs that aren't applicable in job force
84	decline of the city of Elmira New York State policy tuition cost
90	LOSS OF STUDENTS NEEDED TO SUCCEED
91	1. Strong online education programs. 2. Failing admissions practices 3. Lack of branding/recognition of the EC name.
92	Expensive Tuition Wokeness Size of school
93	Enrollment, academic majors and size
96	-Economy - Changes in job markets
102	Society
104	Changing economic conditions Changing workforce and careers
105	Price (sunny schools are a major competitor) Small campus RAs
111	Inability to market the school People wanting virtual school Not updating some rooms to be more useful to present students

## ResponseID Response

112	trying to be too many things, limited outside support from foundations & corporations, alum support could be stronger
118	That they will continue to decline in terms of competition for students and will be forced to close.
120	Online education Merging institutions of higher learning Funding/donations - decreasing?
121	There are less college students now in the population
122	Women put off by hobbling misogyny and lack of well paid starting positions and lack of child care
123	Tuition costs Low endowment Academic scholarships
125	Closing. Even lower enrollment. Faculty and Staff attrition.
127	1. Not being able to compete with surrounding schools. Cost, academic programs etc. 2. The area. Ike I indicated it's isn't the most desirable area. Don't get me wrong. Elmira has some beautiful areas and neighborhoods but over the years it's become not to safest, up to date city. 3. The possibility of this school going under financially like some other small NY/PA schools have done recently.
128	Location in NYS Competition from other schools Inability to change
129	Online education which is very reasonably priced; less emphasis on a liberal arts education; expensive bricks and mortar upkeep.
130	Small schools are not surviving Residence halls - they need to be updated
136	A national shortage of students attending colleges, the closure of other colleges similar in size/scope to EC, and rising costs of education and student debt.
137	Economic decline, environmental environment and mental illness and or lack of moral responsibility on students part. Perhaps a mandatory class on morals required before a degree is granted.
140	Biden administration, school loan give sways and potential liberal leadership. I paid for mine on time and in full, so should all.
143	lack of time high cost of education and resulting increase of students choosing to not go to college-lower admission pool demise of small cities in NYS making living there unattractive
145	Control on spending, competition



ResponseID	Response
150	Unable to recruit new students
151	Lack of funding Lack of Community sense Competition from online programs and surrounding schools
153	Changing higher ed landscape, the city of Elmira as a whole, traditions
154	Decreasing enrollment; Increased scrutiny on value of Liberal Arts degree, especially given high tuition costs; Other similarly ranked/situated schools are out-recruiting EC.
159	Rediculous state control
160	Declining student body, regional competition, financial instability.
162	diminishing number of 18-year-olds; decreasing perception of the value of higher education; students who are unprepared for higher ed, and who have been conditioned not to work hard and develop resiliency
164	The economy, on line campuses, youthful indifference.
167	Perceived Value of Liberal Arts Degree Financial Instability Increased Competition as eligible students shrink.
168	Restricted enrollment due to cost. Lack of diverse backgrounds of students and faculty Insulated environment
171	STATE/COMMUNIY COLLEGES COST TOO WOKE
172	Small, private institutions are largely struggling and searching for solid ground with shifting demographics, resources are limited, and for a variety of reasons the vast majority of alumni are often not in a financial position to give at the rates that would best benefit the endowment and annual fund.
181	Failed leadership, lack of diversity, struggling local economy.
190	1.) City of Elmira - local environment. No college town atmosphere. High crime near campus. Undesirable local atmosphere 2.) SUNY schools, public funding. Hard to compete here 3.) Financial instability - you have not publicly addressed your insolvency with transparency.
191	1) City of Elmira safety/geographic location and proximity to large cities 2) More students choosing local/state options i.e., difficult market for private institutions 3) Competitive and over saturated private college market
193	Schools with more academic offerings Schools with better athletic infrastructure and offerings Faculty and student turnover

## ResponseID Response

194	1. Old, slow, outdated ways that addressing problems that need immediate response 2. Too much of a focus on trying to be like other colleges instead of focusing on what made Elmira uniquely Elmira. 3. Not utilizing the alumni base as effectively as they possibly could to help ensure Elmira's long-term viability
197	Large, cheaper universities Lack of Alumni engagement and donations
198	1. Turning woke
202	Unknown
207	1) The Elmira community- it is an opportunity and a threat. The community continues to struggle and deteriorate around campus 2) Student loan debt and people wanting to avoid it 3) Students want the "college experience" where they can live off campus
209	Community surrounding college Feasibility Too much attention given to athletics
210	The economy and funding Not carving a space out in the current higher education landscape Loss of regional recognition
211	As a grandfather I truly wonder if I want my grandson to go to college the way I perceive them to be today. Parents are fed up with the woke agenda College is very expensive. What do " we" get for our dollars? Again, set yourself apart.
213	The cost of education.
216	I am not sure of any.
221	Aside from an attack of war, I don't know Another floor or other natural disaster
224	Question on value of a post-secondary degree, cost of a college degree, increasing costs of everything.
225	Small endowment Pandemic Location
226	Fewer students can afford a private college education. Enrollment gets too small, and student-athletes start looking for bigger division III schools. Mental Health needs continuing to grow for college students. The need is greater than what can be offered by health services.
227	1. Eliminating too many humanities courses. 2. Not seeing the value the library has on student success. 3. Not growing the endowment.

**ResponseID Response**

229 Expensive tuition Community support Reputation

234 Probably cost for a degree

235 OnLine education vs campus life experience Public's lack of awareness and understanding of what an educated individual has to contribute to society.

237 1) Lower student enrollment 2) Decline of perceived value of liberal arts educations 3) Amenities (in comparison to other schools, especially around housing and food)

239 Few students Few classes Loosing faculty

240 Lack of awareness and expose. Appearance of the condition of downtown as you approach campus. Perception that it is expensive. I think it is well worth the expense but how do you compete with other similar colleges?

241 Inflation, crime (especially computer crime), apathy

242 Inflation and increasing tuition. Local crime in Elmira. Difficulty hiring top staff at competitive salaries.

243 So many other colleges for students to choose from that have more to offer Education changing quickly and EC not being able to keep up Facilities failing

244 Excelsior Scholarship, less college bound students, economy

245 Weak development/ funding support.

248 The general world's idea of college institutions and loosing traditions and such to make the college easier/more marketable for profits but leading to the loss of self

253 Cost Undesirable physical location to help network for post graduate opportunities Complete college experience

254 Lack of resources financially, the resources that you say you have are not typically actually helpful,

255 Enrollment, not being as competitive with the save size schools, the city of Elmira and not seeing advances there.

256 Small enrollment Increased costs Lower endowmentn

257 Low enrollment, endowment, lack of high school graduating seniors that will hinder enrollment at colleges and universities in the next 2 years

260 1. Big state colleges 2. Cost 3. Decreased student body

## ResponseID Response

261	Community opposition, cost and alumni participation
262	Universities with More competitive tuition Universities with greater variety of majors for those undecided
263	Location (not having a viable city creates a bubble like effect for students); cost of attending; small size
269	More opportunities people study on line. Poor reviews of the city High crime rate
271	Other quality academic institutions vying for students Lack of funds to meet scholarship needs of students Facilities not meeting the needs of students
272	The biggest and most powerful threat is the surrounding area. There is not much for students to do in the Elmira area and when they do go out, it is not necessarily safe due to crime in the area.
273	1) Pushed off the radar to future students and alumni 2) Going out of business ...Financially 3) Irrelevant
275	Rising costs Stepping away from traditions
277	President does not live on campus. There is something about that. Perspective students need to be wooed more. Getting rid of programs
278	Inflation, decrease in enrollment, students opting to go to public colleges instead
285	1. Not enough majors 2. Some buildings do not look visually appealing and need to be updated if on tours parents and students notice 3. Cost of education
287	!) Poor leadership 2) Huge debt 3) Expanding programs with no firm funding for the ones that are in place
291	Decreased \$ for scholarships
294	1) limited financial resources, 2) limited human resources, 3) dilapidated campus
295	Money, location in the southern tier of NY and distracted student body not interested in an on campus college experience.
296	Competition Surrounding area Lack of money
299	no idea

**ResponseID Response**

304	Cost of education Outdated academic degree programs (some not all) Environmental governance
305	Lack of name recognition Escalating costs of room, board and tuition
307	Unsure
308	Lack of Financial resources/rising tuition costs Less community economic resources Not everyone wants such a small college environment
311	Lack of transparency, culture devoid of trust, pervasive threat of closing (mismanagement of money, unfair practices).
312	IDK
314	1. Competition from larger institutions 2. Student's decreased desire for a liberal arts education 3. Poor retention
315	Shrinking pool of prospective students; Diminishing popularity of Liberal Arts education; City of Elmira itself
316	1. Lack of communication of changes given from the top down without student body input. 2. 3.
317	I think Elmira is the best kept secret. I wouldn't want the school to become too big or too competitive. I think the threat to grow and increase numbers could compromise the experience. Any possibility of threatening the student faculty relationship would be a threat. Focus on commercialism would ruin things as well.
322	High cost of tuition. Colleges with more far reaching national recognition. Community colleges that offer concentrated 2 year degrees.
324	1. Increasing costs. 2. Current trend toward online learning 3. Ability to attract top-notch professors.
325	Lack of accountability in employees, lack of financial stability, illegal employer practices
326	Economic uncertainty from divided Congress Student loan debacle Hackers
328	Economic environment in US Less pool of students attending four year colleges Competition from better known and endowed schools

## ResponseID Response

330 Macroeconomic uncertainties like inflation etc. / I don't know that the college has the financial strength to stand against these headwinds Decreasing population of college-age applicants and students. Some data shows that US families have started having less children. Competition from other colleges

331 1. Small colleges are struggling with enrollment 2. Eliminating programs leads to isolated alumni 3. Unstable programs makes it challenging to recruit faculty

332 Financial State schools like Binghamton are growing and cheaper, so you are struggling to compete.

335 1. Dwindling availability of high school graduates 2. The national and global economy 3. Bad press that down-plays the value of a college education

338 Blue blood elite college's. Downfall of upstate NY communities. Current trend that college isn't necessary.

339 Economy Not having as many online opportunities Lowered student population

341 accepting students with weak preparation accepting students who do not rise to challenge accepting students who are seeing through the lense of victimhood

342 1. Declining college age students in the northeast 2. Cost of attendance (which could also be an opportunity if the true cost of attendance could be marketing) 3. Crowded market

343 Safety in the City of Elmira Lack of College-age students Faculty retention

346 Nearby collegiate competition, tuition and housing costs, employing quality professors.

347 Without students, we wouldn't have a job, so keeping them happy is essential. With a small HR team, they are processing a lot with the turnover rate can mean burnout. More community interaction, if we are not adding value to the city is easier for the town not to support

348 Expensive to attend.

349 Competition from SUNY/Excelsior program Competition from other private colleges offering similar program Loss of staff/faculty talent due to financial risk of the college

350 Finances Economy Competition

## ResponseID Response

352	Declining enrollments in high schools nation-wide; a returning robust economy so students choose jobs over education; expense of private colleges - competition with public colleges.
357	Rising costs
367	cost rising lack of student enrollment run down campus
372	1) townies 2) drunk people 3) crackheads
374	Reliance on out-dated notions of what college is for. We need to understand the new generation of college students in order to meet their needs. Cost cutting vs. quality cutting. Food should be edible and dorms habitable. Online learning- the fallout from online learners will be a few more years coming. If the college can't creatively find ways to create community in ways that feels comfortable to a generation who spent at least two years of high school behind a computer, our small and connected campus won't mean much.
378	Punishing or shaming programs for lack of enrollment when it is clear that recruiting was not done by the admissions department. Focusing on marketing to the students who need accommodations and are having difficulty being accepted elsewhere isn't working for us long-term, is it? While a few of those students thrive, most of them are such a significant drain on faculty and student services, is it worth it? Faculty interest and engagement
379	Enrollment Lack of programs and Opportunity for students
380	Recession Increases interest rates Allowing small building repairs to becoming huge projects through neglect.
381	Financial Resources Overworked employees Competition for smaller college population
385	Costs associated with attending college hampers many bright students.
387	Financial uncertainty, residual pandemic issues, maybe security
389	I have no idea.
398	Competition from other colleges and universities Economic downturns or changes in funding for higher education Demographic shifts in the population of high school graduates Changes in accreditation or regulatory requirements

## ResponseID Response

400	other colleges nearby such as corning. students within the campus due to the considerable cliques and disrespect among other students inability to recruit students from loss of funding or issues within the community.
401	Location of the school relative to urban centers. Lack of support in Chemung county proper for the school. Opinion of the college in the community.
404	Other colleges City of Elmira Need for trades
410	Bigger schools charging less, not staying true to itself, having to cut back
412	Enrollment Financial Digging a hole we can't get out of
414	1.articulating that liberal arts education has a role in the future of our society and is not elitist. 2. the demographics as cited above. 3. the emerging technologies like chatGPT and others are major threats to liberal arts education and training.
415	Competition from other small and struggling schools Small endowment Shrinking applicant pool
418	it's size and offerings When I tell people I went to EC, they ask where is that? Capitalize on what EC is good at.
420	economy lack of interest in alumni
422	Location; insufficient emphasis on academics; excessive focus on sports.
424	The fragility of the local community The "economy" The devaluing and idiotification of higher education in the current iteration of the "culture wars"
425	increased interest in community colleges; colleges becoming too expensive; budget cuts.
426	An unwillingness by the College's leadership to see how dire the current situation is and to fully communicate that to the alumni. A belief by the College's leadership that the situation is fixable with only a need for more time and money. An unwillingness by the College's leadership to make the significant changes that the situation demands. An exclusive focus on the College remaining an independent institution will eventually result in the College having to close.
429	NO TURF (nearly all if not all colleges in the country have AT LEAST 1 Turf on their campus and it only has positive benefits and pays for itself very quickly) Lack of support for athletics and athletics coaches from upper level administrators (ex the presidents office) President Lindsey and his office, to my understanding, have not make any significant changes to help drive enrollment since he has become out president.



## ResponseID Response

443	-good quality faculty leaving because of the sub-par pay -continued disconnect between the trustees and faculty -revolving administration roles with stagnation in faculty
444	1. Continued loss of good employees because they are tired of doing other's job 2. competition in online education 3. too much damage to donor base to recover
445	small number of classes available understaffed programs over aggressiveness for programs grade point
446	Declining enrollment, fundraising shortfalls, deferred maintenance
448	cost saturated markets need for a specialization to stand out amongst other schools
450	Financial insolvency Continued decline in enrollment
453	1 Cost 2 enrollment
456	Low enrollment. Lack of a distinctive identity. Low endowment.
458	Inflation
461	The Excelsor scholarship; maintaining strong academics; rising costs.
462	Economy Parents who want their kids to immediately come out of school with jobs Reduced scholarships to students making EC elitist and or saddling students with debt
463	Not bringing enough money in Not growing the endowment Not being relevant and competitive
464	1. It's unclear where we are with budgets. Programs/majors are stretched too thin and it seems that there is an element of hiding budgets. 2. Too few students (obviously). 3. Faculty will continue to leave if there isn't a clear reason for them not to leave. Other institutions offer more in salary and seem like a safer bet for being able to settle in and stay in your position.
465	The DEI program does not sound beneficial...students should be judged on their merit and work, not focused on that program.
468	Ever increasing costs Failing to hiring and keeping quality staff Competition from institutions with deeper pockets
469	Not investing in what students really need, not investing in employees
470	See above

## ResponseID Response

471	Retaining students without growing. Not providing more resources for mental health/student success The area surrounding the college.
472	- Closure. COVID showed us that small colleges without big names are truly in trouble - Continued dipping of enrollment. The numbers look like the 80s - Loss of students = loss of endowment, which is already low
475	The surrounding neighborhood The surrounding neighborhood The surrounding neighborhood (Welcome to the drug and violence center of Chemung County)
476	Money Competition for students Top-heavy administration
481	Declining demographics, growing competition for school choices , parents income affected by economics
482	student retention recruitment of high caliber students recruitment of student athletes
483	Attitude which hopefully doesn't exist at Elmira but was a hindrance at every college/university where my husband taught "That's NOT the way we do things", fear of change & insistence of holding on to status-position & anything new as inherently bad.
488	I worry about the work ethic of the upcoming student population, high school, etc. I would hate to see the college reduce admissions qualifications. Not sure about Federal interference.
489	Shrinking population of college-bound students Competition from higher-ranked colleges
490	Enrollment Finances Fewer young adults going to college.
491	1) Perceived cost of private school tuition 2) Being able to replace older alumni that give to EC 3) Shrinking pool of young people going to college
494	Financial Weakness Continued decline in enrollment
502	n/a
503	1. Not being able to attract students 2. Financial viability
504	Financial challenges, socially progressive and woke policies driving down enrollment and turning off alumni, biased faculty who refuse to keep their personal bias' out of the classroom

**ResponseID Response**

505	-lack of student interest -dining services -quality of living areas (uncomfortable beds, hot dorms) and it is hard to get maintenance to come and fix issues (such as a broken light, etc..)
507	Parties Money Change
509	1. better sports teams 2. better dining halls 3. safer off campus living area
512	being in elmira (unsafe community)
514	n/c
523	(1): Complacency (2): Hubris (3): Lack of appropriate funding
525	1) Lack of vision from Trustees 2) Lack of support for facilities 3) Lack of vision and push in Admissions
526	Debt Shrinking college population High levels of competition in the market
527	competition--especially online programs our own lack of communication within the organization
528	- Inflexible thinking/planning - Financial shortcomings - Lack of long range vision for the institution
529	Too many changes.
531	Cutting more sports teams Not realizing what actually drives enrollment Believing that students will come just because of the history of the school
535	Food money and activities
538	-Shift in thoughts on the value of a College Education -Economy, drive in raising costs -Availability of free or reduced cost public education
540	Vital employees who are not leadership.....stepping away to another employment opportunity that pays so much better and actually treats their employees with a respect and appreciation for their hard work.
541	--Societal changes in viewing the value of college education. --Economic stress on families.
542	Limited enrollment Limited programs Financial needs
543	-Admission rates -the town of Elmira dying/being dangerous -the elimination of several majors, minors, and clubs on campus

**ResponseID Response**

551 Schools around us are better at drawing students to the school Financial stability for athletics and professors Campus size is to small for some peoples liking

554 Safety, unobtainable tuition price, mediocre academic programs

556 Money Narrow minded thinking Lack of action

557 ?

558 history

560 Lack of visibility Lack of money Closing

563 the shrinking college footprint finances lack of follow through on vision

564 1. Cheaper tuition at state schools 2. Weak economy 3. Better pay at other universities for professors

568 Local and national economy Shrinking number of students looking at liberal arts colleges Staff turnover and morale

571 More diverse colleges Cheaper colleges Colleges that give more financial aid

572 It would be heartbreaking to see Elmira College go under, so I hope whatever threat exist can be overcome.

573 Finances, faculty retention and maintenance of buildings/facilities.

578 competition for outstanding faculty national demographics tuition inflation

579 having no turf putting all their money towards things the students don't want or care about the townies

580 Low enrollment Outdated security Not enough parking for resident students

581 safety concerns walking on campus surrounding community is becoming more and more dangerous

582 1.colleges with better sports teams 2.colleges with better food 3.townies

583 I dont know

585 1. Not having a closed campus 2. security camera are poor 3. better campus safety training

586 The shootings, lack of having safety in academic and dorm buildings

**ResponseID Response**

587 Low enrollment Low athletic budgets (not being fair with money) HORRIBLE food

588 Cafeteria, Food choices

590 Location

591 The increase in school fees

592 1. Homophobia 2. Sexism 3. Racism

594 binge drinking by student athletes is the only thing I could argue

595 1.Students/families who are shopping for college based upon money versus the bigger picture, the full package of EC. 2.SUNY/IN-STATE tuition programs that makes a larger university experience more appealing. 3.A generation of students who rather not socialize or have community feel or family feel - who prefer to be remote, reclusive, electronic, stay-in-room/own bubble/own world.

597 The changing of the world and the outlook of debt accumulation from choosing college

604 I don't know

605 Financial issues Cutting programs Not having enough popular events on campus

609 1 - Virtual classes 2 - Lack of graduating seniors with the requisite college readiness 3 - Lack of alumni engagement

611 Smaller numbers of his students attending college in general Competition from better known schools

613 finances demographic cliff inflation will make residenditial colleges like Elmira less of an opportunity

615 Lack of donations,

616 the weight of history debt faculty turn over

617 Number of small/med regional colleges in Western NY/Southern Tier Discouraging college-age demographics Too many college-bound youth want to stay close to home

618 Cost Competition from other near by institutions of higher education Drawing professors of higher education

**ResponseID Response**

621 Cost of education, possible decline in enrollment

623 SUNY schools Umass schools PA state schools

625 Taking departments and staff for granted Too many external demands on faculty Lack of funding

628 Financial instability, alumni apathy,

630 Enrollment: Need a certain number of students to remain viable Budget: Need raise enrollment and alumni giving Demographics: People are moving out of NY

632 Changing economy, changing attitudes concerning higher education among high school graduates and federal funding.

638 Enrollment Economy Rising costs for salary&benefits

639 Limited majors- lower enrollment Losing the fun traditions that make EC special Losing out to other colleges on cost and lack of diversity

641 closure from lack of students not competitive enough (nothing special enough to draw students)

647 SUNY tuition cuts/enrollment incentives

649 All financial

651 economy /cost world events

655 I do not understand the difference between this question and number seven

656 No idea

664 I mean, it's in ELMIRA. Surrounded by drug dealers and crime.

668 Less expensive alternatives Online education

669 -financial instability -static enrollment -lack of additional sources of revenue

671 demographics; economic shifts; losing relevance

672 the townspeople's ability to just come on to campus at night really threatens me as I've been catcalled by some townies while walking from the cc back to my dorm

673 Money Facilitates Faculty

**ResponseID Response**

674 Cost of tuition

675 Failure to raise enough money to support the college Difficulty in recruiting faculty and staff to work in Chemung County

677 Unappealing surroundings, nothing new stands out / outdated, remote location

679 The surrounding area, declining enrollment, tuition and current alumnis financial burdens

683 Declining numbers of college age students, thus more competition for those students. An unclear identity for the college. Low enrollment and strained finances.

684 New York State tuition discounts to state schools, competition with other small colleges and their tuition, trends toward online or inexpensive college options

685 Falling by the wayside as many small liberal arts colleges have Maintaining a status quo- continue to think big

687 I don't hear of students outside NY considering Elmira...School should reach further - Endowments? get word out to college counselors - Keep alums aware - encourage children and grandkids to visit this campus.

689 Lack of students attending college Out dated majors Location

690 Small co Ed school,

692 As above.

693 Economic downturn of region,

694 1. Tuition Cost 2. Online colleges 3.

696 Door security, network and cyber security, power outage and lack of generator power.

697 Make the campus smoke free.

702 over population on student body

703 Becoming a school considered as a safety school

704 Lots of competition from other Colleges

## ResponseID Response

711 Losing students to other institutions because our Information Technology and Facilities are not at the same level as our competitors. IT Server and Network Infrastructure is old and in need of a complete replacement. A failure of equipment could be very detrimental to the institution.

716 Demographic decline in domestic prospective student population  
Oversaturation of market for higher Ed especially in northeast and closer to home  
Changing perception of value of college education

718 Lack of qualified participants in leadership positions. Such as recruitment.  
Lack of continuing education funds.

720 Still pain in community and damage to good will towards EC from harsh layoffs (and damage to institutional memory and ability) General threats to higher education... costs, culture wars and the like are obviously going to be of concern. Likewise, inflation and other broad destabilizing realities will impact EC, perhaps disproportionately, because of its small size.

721 online education availability, the general cost of going to college, competing liberal arts colleges

722 food residents that sometimes are out of control N/A

724 1. Enrollment 2. Losing key employees. 3. Economic slowdown.

726 Other schools that are more financially affordable Other sports teams that offer better financial packages for top tier athletes

727 Larger universities that can better support students Financial decline in general SUNY Schools that are more affordable

737 Cyber Security threats from email and other attack vectors we have weak Antivirus and out of date operating systems running critical infrastructure.

739 lack of vision from top administration bad morale of EC community

740 1. Enrollment trends and demographics 2. Underutilization of College resources 3. Faculty burnout and compensation squeeze

741 1. Facing closure--the college is on life support these days. 2. Staying a regional college isn't helping 3. Hiring senior staff that are stuck in old ways of doing things. You need innovators--even though it is important to work on using the past to make the college come alive again.

743 Fewer college age students. Less interest in liberal arts which is very sad.  
Not admitting more students who can afford the costs.



## ResponseID Response

745 1. Because of the high cost of a college education, fewer families are able to afford to send their children to private colleges. 2. Lack of adequate educational preparation at the high school level which , in turn, keeps students from succeeding at the college level.

746 Safety and security, NYS free college tuition program, on line education

747 More students attending community college for the first two years due to cost. Keeping up with the Jones' Less donations from alumni due to market downturn.

749 1. Declining enrollment and the impending "demographic cliff" in 2027 2. Endowment shrinking to where it can no longer sustain operations 3. the Excelsior Scholarship program

751 Rising costs On-line schools Competition for best students from all areas

752 Other colleges and universities Deferred maintenance Funding

753 n/a

757 rising costs,

760 Students not wanting a small college Rising costs Undesirable curricula

764 The Townies

769 Not fixing admissions not getting more students not getting the finances we need

770 Cost of higher education, over-abundance of private colleges relative to demand, and limited curb appeal to students/families visiting the area (at least beyond the campus itself)

772 Changing environment of higher ed (online vs. in-person) The City of Elmira (safety and lack of things to do off campus)

775 Fiances No Students Weak, Tired Faculty unwilling to change but waiting to retire to keep the benefits since they need them for others at home.

778 The area administration fincial struggles

784 Lack of Diversity in the programs offered to students Employee culture can become toxic and affect an individual's performance EC branding & marketing

## ResponseID Response

790 (1) Financial and enrollment instability from the unpredictable nature of higher education, especially for small, non-selective liberal arts colleges in the Northeast (2) The mental health struggles students and employees exasperated by the pandemic, climate change, and national and global sociopolitical issues. (These struggles are having a real effect on the day-to-day college experience for everyone,) (3) Economic instability making alumni and other donors less willing to invest in the College

791 NA

792 Outside community/location/crime

794 1. demographics 2. lack of funds 3. the loss of our lovely campus culture

795 1. Financial 2. Doing nothing 3. Afraid to establish a New EC

797 Expense of college Bigger colleges with more online presence Increase crime near or around the college

798 -the economy -competition from other academic institutions -the population for future prospective students is projected to be low compared to previous decades

## 10. Are there any additional thoughts you would like to share in relation to the development of the 2023-2028 Strategic Plan?

ResponseID	Response
4	n/a
5	I like the survey. Thanks.
13	No
17	No
19	Focus on employees to drive success. Without employees, there is no place for students to come or learn
21	The College has done a lot to realize the previous five-year plans and I'm excited to see the results of the next five-year plans.
23	A return of substantial scholarships for students who prove their academic excellence in high school, on SAT or other tests
24	Think out of the box!!!! Sit down and speak one on one with administrators, faculty and staff that are new, that have been here for a long time (over 20 years) and have been here 5-10 years. Get there thoughts, ideas and draw on their past experiences and their experiences here. Also, don't just focus on academics, must focus on things on the periphery that will draw students to the college and have them choose Elmira College
25	I don't have any additional thoughts.
26	I don't know if retaining talent (employees) is necessarily a key objective meant for a college's strategic plan, but I think it should be. Compensation has been a topic brought up by numerous staffers, and I think it's become stressful for many of us who like our jobs but are under financial constraints. It is going to be hard to achieve any objectives within a college strategic plan if there isn't some semblance of stability and continuity. Too many staffers are struggling financially due to rising costs of inflation and other reasons. I personally see how this impacts their work, motivation, and drive to go the extra mile. I think this is a topic that if addressed can lead to a more efficient work place. And that will lead to goals and objectives being reached.
29	No
30	No
35	No
40	Students=\$ Get more students to come here!

## ResponseID Response

47	The degradation of our physical plant over the last several years has contributed to the campus lacking in its more traditional appeal and has decreased safety and convenience. For example, the shrubs/bushes on 5th St. pose a traffic hazard by reducing sight lines when cars are leaving campus. Fruit-bearing trees in the McGraw lot can cause damage to the cars of faculty and staff.
52	There have been several changes made in this past year, we need to remain flexible and ready to react and listen to some of the feedback
53	There are a lot of positives to Elmira College, but it will take work and sacrifice in almost all areas to re-work the College into a sustainable environment.
56	I hope to see EC grow and strengthen and am encouraged by the continued commitment to these strategic plans!
60	Whatever we do, we should discuss it each and every year as a college community to hold ourselves accountable and to adjust\modify as needed.
64	None
74	I understand the need to save money where, when, and how we can. However, I often disagree with how money is distributed with significant amounts being spent on moving office locations and renovating administrative wings rather than working with the space available to them.
75	No, thank you.
76	Get a budget and stick to it. Use common sense, which does not seem to be very common any more.
79	No. Good luck!
82	Stop doing things backwards
84	athletics are important
92	The importance of going back to basics, and what made the school great in the 90's and early aughts. We all look back on it with a fondness that can be matched. Remove all the wokeness and COVID restrictions.
96	No
102	Respect differences and challenges Love every human Keep politics out of educational programming
105	Improving student life - take input seriously from current students

ResponseID	Response
111	No
116	Offering a full ride to valedictorians was brilliant!
117	I loved Elmira and I hope the college will continue to flourish!
120	Continue partnering with local businesses to give students many opportunities to learn on-the-job training and exposure to real world experiences.
122	Keep up fighting for the students and recent grads as opportunities dwindle.
123	No
125	I think it's time for EC and the trustees to make EC a good employer.
127	No
128	Your strategic plan is too short. Should be at least 10 year plan
129	Elmira can stand out if the leaders offer education that has current applications. The leaders need to hone expenses so students can afford to attend. Elmira needs to capitalize on a small, diverse place that meets the needs of students.
130	Enrollment management and retention need to be the #1 priority
136	Be it ever so!
140	Get rid of liberals, move back to teaching career oriented subjects and forget equity and promote equality.
143	don't dawdle...be efficient...take risks...At this point what do you have to loose.
151	Core competence Develop new programs Increase community engagement
154	I truly enjoyed my time at EC and feel I made a good decision in attending but, given the high cost of tuition, the increased scrutiny on liberal arts education, and the fact that the college is not particularly well known, I worry that my degree is being devalued.
159	Stay on track
160	Not at this time.
162	it was embarrassing that the last plan seemed to heavily emphasize athletics

## ResponseID Response

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164 I thought what I learned during my visit to the campus, and the lectures I attended told me that the administration was doing everything it could to remain current with societal needs.

167 No

168 no

171 REMEMBER HOW TOUGH THE COMPETITION IS FOR 18 YEAR OLDS

172 I just want to appreciate your efforts. There was a period of time that I feared EC would close, but I have been really impressed with the decisions that have been made in President Lindsay's time. I have said this in a variety of circles, but I will say this again, I do not have the money to give EC that I would like, but if my experience in higher education at small, private liberal arts institution can be brought to benefit EC, I am happy to do so! (Travis Hill '01).

181 Not at this time.

190 As I am sure you know and acknowledge - this next five years will determine if EC survives. So I hope your strategic plan outlines the tactical steps you will undertake with a defined timeline.

191 In general I think EC has a lot of potential. I am a proud alumni but I am nervous about the college's future. There are creative solutions that can start when leadership steps out of the status quo.

## ResponseID Response

193 I believe investing in Athletics a bit more, to update and offer a bit more for incoming/prospective students should be worth heavy consideration. Specifically, supporting the Esports program a bit more would benefit the college in the long term. Currently, the Esports program roster sits at 32 student-athletes, boasting one of the most populated athletic rosters on campus. We are also the only team who plays TWO seasons throughout the year in both the fall and spring. We recently updated a decent portion of the Esports infrastructure with a generous grant, which has given us a wonderful starting point to getting the program up-to-date; and with the program being such a draw/recruitment/retention tool this day and age, I believe it would be short sighted to not lean into that and continue improving the program further. Even in New York State, colleges have invested hundreds of thousand and sometimes millions of dollars into their Esports programs, with full time coaches to be able to handle all the moving parts and facets that comes with this type of athletic program. I know EC is a bit more limited in certain capacities, but it feels like a bit of a disservice to have Esports lacking when so many young students today are so very interested in what Esports has to offer both collegiate competitions and beyond into the professional job scope. This combined with the new Sports Management course offerings at EC, I believe, would only continue to attract students from all over.

194 If the college is to have success, it must go back to doing what made Elmira great. And that is focusing on creating an environment of shared values, goals, and traditions. It also needs to go back to spending its time focused on students who already represent those ideas versus trying to fit a square peg through a round hole like the approach was when targeting elitist/Ivy League students.

197 buy in of alumni is key; if we don't see any semblance of the EC we knew, it is hard to engage us. completely changing the college is not the way to keep alumni engaged. you need to improve and adapt academically while keeping the core of the college intact; what makes EC unique is what draws students in, they get what they can't get at other colleges. engage the students in this process as they are the closest to those who you are trying to attract to the college.

207 N/A

210 Create a fundraising campaign that supports the initiatives that most need to be funded: growing the endowment, creating student scholarships (even if just to back fill the budget), faculty support initiatives (for salaries), and alumni participation goals. (RE: alumni participation, its cool to get high ticket speakers or folks from recognizable brands, but its even more impactful to have your alumni come in and speak to the same things, as it shows what's possible with an EC education)

## ResponseID Response

211	I have not had a personal contact from the college in many years. This is interesting given that I actually interned in the development office as a student.
213	I wish that I could elaborate further. I would like to state that obtaining my education at EC was a wonderful experience that launched me into two careers.
216	Keep the Faith, reaching out and engaging the public
221	Prayer. All kinds would be welcome as it's a noble, really holy project that you have on your hands there. Then let your Business experts look over this whole situation and see what they say and how workable would it be....Heavy investments: financially and continuously
226	The fountain/bookstore/old post office could be made to look a lot nicer.
227	Tradition and community are EC's greatest strengths. Don't lose site of this or cut corners. Improve networking between students and alumni beyond an app.
229	Allocate funding to underrepresented groups and programs
234	Important to me..small size, scholarships, courses to meet todays needs
237	I loved my time at Elmira College and was able to take advantage of leadership opportunities on campus. Leadership is important at many levels and in many ways - finding ways to build leadership capacity in all students in various roles around campus would be powerful.
238	if you are asking students and alumni to write your SWOT analysis, you're in bigger trouble than I thought.
239	I feel that you could connect with other colleges to offer more classes. I feel off campus housing could be built similar to Binghamton University and many other campuses I feel the mental health of the students needs to be addressed, understood and connected to their success after graduation.
240	I hope the planning committee includes alumni, current students, faculty, friends. Everyone who comes in contact with the school in some way should have a say. It needs to be a group of folks from all over the US. All voices need to be heard. Good luck!! Strategic planning can be daunting but so rewarding. Elmira College is and always will be my happy place. ☺☺



## ResponseID Response

241 There are people who aren't necessarily nice, but they turn businesses around in three to five years; and, move on. Is there dead wood in the college? Are there employees who drive good people out? Is negativity the norm? Are you letting State and Local Government drag the College down or do you take advantage of them?

242 None

244 Think creatively and prioritize things that will directly impact enrollment and retention numbers.

245 President Lindsay provides strong leadership. This was missing in the past.

253 I think this is a great idea to collect feedback continue to do so. I'd be curious to understand what your current priorities are and how this feedback will be used (if at all) to adjust or align

254 Maybe make a parking lot that is more accessible to the Tompkins Perry building.

256 No

260 N/A

261 No.

269 Open up more to recruit local alumni!

271 Not at this time

272 None

277 Alumni help in so many ways. Engaging them is more than asking for money. We have stories and ideas

278 Love the idea of connections with Tommy Hilfiger and the medical school - hope they are proving successful

287 This is basically a short term plan. A long term plan should have been in place immediately after it was acknowledged to be 50 million dollars in debt following the restoration of Cowes Hall and admission of more students with full scholarships than those who paid full tuition and room and board. You have a HUGE task ahead. It may be too late.

291 Hoping everyone increases their donations....via small get togethers

294 Focus on what it takes to increase financial resources via multiple revenue sources so that we aren't as tuition dependent as we are currently.

**ResponseID Response**

295 Best of luck! I will be rooting for Elmira College to succeed and grow in these unusual times.

299 not at this time

305 More active alumni programs in order to build grass root involvement and visibility. Educational and social networking in a variety of communities from local states.

307 No

308 No

311 No

312 Nope

314 N/A

315 Alumni engagement and support is crucial right now.

316 Just keep doing the good work of educating the whole person.

317 Please keep the traditions. It's what ties alumni to current students. We are proud of EC and we love to see the school modernize. But never modernize at the expense of the sense of family and tradition.

322 Never change the College so much that it loses its soul.

325 Consider selling to SUNY

326 Plant seeds of volunteer opportunities for alumni. Do it often. Engage everyone who has ever graduated from Elmira. At every opportunity, not just at reunion time. Surveys, emails, online. Get students to do youtube videos of their experiences (I've seen a few on youtube). Call for volunteers in the current student body and survey them about how to increase visibility on social media. Relentlessly pursue and engage with alumni in kind and caring ways and include them as though they were still students on campus.

328 College needs to look at its mission and target the audiences it wants to attract- invest in outreach, capitalize on its legacy to raise resources to offer quality easily transferable skills to the marketplace

330 Tough challenges ahead! But confident in the leadership at the college. President Lindsay is stable, committed and steadfast. It's clear he's very loyal and what's the college to be successful

## ResponseID Response

335 I think the college has made great strides in addressing the issues I've mentioned over the past 4 years. Now, specific goals and plans to accomplish them are the next step of course. This survey is an excellent tool for gathering novel and emerging areas for development and as a listening device for concerns of people close to the college's internal workings. Thanks for the opportunity to participate.

338 Not really, you have wise people on boards. We need to think more like a business than a school.

339 No

342 I work with colleges across the United States and was recently contacted by the Williams, Pomona, etc group and they are making a big push into our area. Things that make them attractive to students here are their specialized programs. I live in the Rio Grande Valley of Texas which has a growing population of young people. Maybe looking at these centers of growth and seeing what kind of outreach and programs could be developed could be valuable.

343 Note at this time.

346 Recruit more avidly, strengthen fund raising efforts, publicize more.

348 No.

349 The entire College needs to be engaged/trained in fundraising and in recruitment.

350 I believe President Lindsay has the college on the correct course.

357 Please don't get too big to effectively meet the needs of all students

367 make it more accessible for low income families and more majors

372 Not specifically.

374 I wouldn't pretend to know who to create a strategic plan for a college. I do think, as someone who has lived in the area all my life and who genuinely enjoys my job at EC, the college would be wise to remember that we need to move forward with our students and prospective students. Potentially outdated assumptions about what college is and isn't should be shelved in favor of gearing the experience at EC as one that provides many levels of value to students. I don't know the specifics on how that is done, but it seems that survival of colleges of this size depends on finding out.

378 I'm feeling rather apathetic, so I guess I'll leave it at that.

## ResponseID Response

380	Admission/Enrollment strategies: get out to the high schools. Advertise. Taking a hard look into programs purchased but not utilized to capacity. Can these be consolidated?
385	Focus on the small college atmosphere with big opportunities for students' future!
387	Cazenovia is a cautionary tale. So glad many of their students will be able to find a home at EC. These people will be grateful for the opportunity and could be a strong network of alumni down the line.
389	I am from the "good old days" when Elmira was a different school and in a different time. Pay no attention to the grumpy old lady.
390	Good luck! I have fond memories of EC.
391	No.
400	I honestly am grateful to have been accepted to Elmira College and I hope to see more improvement to the Tommy Hilfiger Fashion Business School and more improvement to building on the resume and more experimental trips along my college journey. Hope to help other students who are interested in this program along the way and make it stay. I also hope to see more improvement from the students within the community.
401	I think a good deal of it is on the right track. The focus on rebuilding the community is there.
404	No
410	Not at this timw
412	Will there be an external facilitator for Plan
414	A good strategic plan in our academic enterprise is a dynamic document that addresses global issues but at the same time assigns specific tasks that can be accomplished by faculty, students and staff. The documents and activities surrounding strategic plans often become things that just sit on a shelf. Therefore, it is important to create small accomplishable tasks that can build upon themselves to position you five years down the line.
415	Focus on my earlier answers and take the best of what worked twenty and thirty years ago
422	Require students to undertake a work-study program in a major urban area.

## ResponseID Response

425 Updated athletic facilities and the addition of a turf field needs to be part of the conversation. It would pay for itself after a few years (athletics has run the numbers if you need data) and would help with enrollment. Elmira College is now the only college in the country that still plays on a grass field (again, please reach out to Athletics if you need to see data).

426 The current fundraising staff is not up to the task at hand. The Advancement staff is underfunded, lacks critical bench depth and suffers under poor staff leadership of the current VP. The fact that someone forgot to contact all the monthly donors in June 2022 that their pledges were expiring and did not even know it was an issue until Alumni Board members brought this to the VP's attention last month is shameful. This was not a database issue, it is a lack of leadership issue. If the College wants to be serious about raising funds then it needs a new VP of Advancement.

429 This plan will make or break our College and as a dedicated staff member and Alumni, it is my hope the college will actually listen to the "little people" on campus who actually know what the college needs.

445 bring in more activities for students and more reasons for students to attend because many students leave due to not having many activities to do. you can only attend so many sporting events, crafts, bowling nights before getting bored of those activities

448 nah

458 Keep working hard to keep EC a special place!

459 I have not kept up with Elmira College and don't have any opinion at this time.

461 From what I have seen, Elmira is heading in the right direction and has great leadership. I completely understand that financing is always a major issue, but I think great work has been done in that area by Dr. Lindsay as of late. As an alumnus, one of the biggest concerns for EC's future has to be seeing a similarly-situated college like Cazenovia completely close. Focusing on a survival plan for such a beautiful school with such a great history of turning out students that go onto greatness is critical. I know I can say that in my law school class, I was one of the strongest writers and was very well-prepared for the rigors of law school. Many of my classmates graduated from much larger and well-known universities, and did not have the undergraduate education that I did.

462 Embracing the traditions and rich history of the college seems smart. I hope continuing partnerships with other organizations, lecom and Hilfiger being the biggest. The nursing school is impressive ! We visited it last time.

463 N/A

## ResponseID Response

464

No.

470

What is the composition of your board of trustees and alumni board? Bodies like those are often "pay to play" entities; however, that consistently shows built-in implicit bias - in particular socio-economic. I think if you are looking for opportunities to leverage the strengths and expertise of your alumni, I'd be curious to know how these entities are factoring into your short- and long-term planning. [I realize in some institutions, they're mainly fundraising arms for the college; however, they are also advisory bodies as well at others]

472

Please take action. I, nor others, want to see our alma mater closed. Each year when I check the entering students or graduate numbers I grow more and more concerned. The situation is bad. Cutting sports and messing around for years with not building proper athletic facilities is severely hampering enrollment, especially of men. These are typically the families who most likely could afford the EC tuition. An upstate NY college without a mens lacrosse team is unheard of. A relatively unknown school in a tough upstate NY town cutting sports/programs is not a place where parents want to send their kids. Please listen to this advice. I don't want this place to go the way of Cazenovia or similar colleges.

475

Bring in as many guest lecturers as possible.

476

I think the college needs to recruit more men because men usually are financially able to donate more to their alum than we elderly women, many of whom chase marriage and family over working. Strengthen the teaching of financial, business, banking, accounting, etc. to attract them. DO NOT GO WOKE with cry rooms, banned words and subjects like most major universities.

482

NA

483

In addition to being a students & working mom, I was a faculty wife & seldom had any meaningful tasks or worth in that role. I don't know if most wives might now be working full time, but often there are intelligent women whose talents are not being tapped. ( While in one midwestern univ., we were expected to sell symphony tickets to low income area residents! But in another in Appalachia the hospital was pitiful, we young mothers assisted in applying & receiving Hill Burton federal funds which built a new hospital. We also became successful lobbyists, through League of Women Voters, at the local & state level. Again, maybe they just need to be asked, so they can realize how important they are to the success of the college. Best wishes!

488

Seems like you are doing a good job. Keep up the good work.

## ResponseID Response

490 Keep on specializing in areas where it would attract students, like Tommy Hillfingers, computer and business sciences, as well as environmental science. Students need the environment to feel good about themselves, feel challenged, yet know someone is looking out for them via classmates and faculty.

492 That you for reaching out to all alumni. I just don't feel close enough to understanding the current programs and activities at EC to contribute solutions.

502 n/a

504 I truly hope you right the ship and return to the Elmira College I knew and loved Class of 2000

509 no

512 I think adding classes on how to be an adult should be added to term three, you should also involve campus security into the students community so there is a better relationship

514 no i just feel happy around here

523 Ignore the naysayers and adapt as per target customer (Gen Y and Z students) preferences that keeps the small class and community focus with traditional learning mediums (i.e., textbooks and papers quizzes & exams) supplemented with younger generational preference for technology in the learning environment (i.e., simulators and mobile apps). Older faculty are valued for experience, but should not be prioritized above growth and profitability. Plain and simple.

531 While Elmira is school that was founded and built on traditions, I do not believe that this is why students decide to attend anymore. When thinking about what drives enrollment I think the school should take a hard look at the impact a 30 person lacrosse team can have on a school or a 20 person tennis team. For right now athletics is a big reason why many students decide to come to elmira and then they fall in love with the traditions once they get there. I think that it is time that the important decision makers of the school realize this and strategize accordingly.

538 Open minded and flexible but not whimsical

## ResponseID Response

539 A large concern is student enrollment; the numbers need to come up. However, when you cut the budget for Resident Life, Athletics (specifically sports medicine), and other social aspects it sends a message that the students do not matter. You have cut sport medicine personnel and yet expect the same level of care. This sends a message that the college does not care about it's student athlete's well being. There is one counselor on campus and another is needed; but not some telehealth counselor. The students want and need that personal interaction. Social interaction draws students to a campus and when the college is presented as having a robust resident life and 1200 count student body they feel betrayed when they find out otherwise. Every survey shows employees feel siloed and yet nothing is accomplished except for more surveys on how to fix it.

540 Please have your senior leadership re-evaluate how they present themselves and act towards the staff who is below them. The "we are better attitudes" is appalling.

541 Thanks for your work on this!

543 You all are doing great and it's very smart to ask the students what they think. A major focus (and I know it already is) is the decline of admissions, branding is the best way to improve this. Tuition is incredibly high and Elmira doesn't have the facilities to make this acceptable, nor does it have the money to decrease tuition. So branding Elmira college as something desirable to various prospective students should do the trick. Don't give up and hopefully you'll get some good advice!

554 N/a

556 A plan is a plan. It can sit on a shelf and collect dust. Action is what makes the difference. If you truly are looking out for the future of the College, get something done.

558 I left after one year. I remember, clearly, when my father visited me in the fall of my junior year (my only year at Elmira after failing out of Wellesley after two years) telling him that since tuition was paid for the whole year, I would stay. However I did not want a degree from Elmira -- as the president of the school, in a speech to the whole school early in the year, said that the original calendar had started earlier in the fall. It was changed when a couple of returning students contacted him when the schedule was announced, saying that they would have to miss an important (to them) social engagement because of the opening date. He laughed and said, "So I cut off those first few days. But don't tell anyone, because that makes us under the required number of days for accreditation." ... and that I had no interest in having a degree from an college where its president seemed quite proud of the fact that he would lie to please his students.

560 I was pleased to see the added opportunities for medicine, art therapy, fashion design



**ResponseID    Response**

563            good luck. You need to build a organization that can deliver and not just have hope as a plan. This is a business. Many liberal arts schools are going to close in the coming years. Will Elmira be one of them? Very dire circumstances that previous regimes put the college in this situation in addition to economic and financial issues post COVID.. Thank you. Kevin Reilly '89

565            I'm sure the 2023-2028 Strategic Plan will be as wonderful as it was in 1855!!! Elmira College is the BEST!!!! ☐☐☐

568            Don't depart from historical EC traditions; move toward what today's students and parents expect for their tuition dollars; upgrade facilities; invest in more dining choices; form more and stronger community/regional/national/international connections; continue co-curricular experiences that best balance teaching of hands-on skills with critical thinking/communications skills; continue to strategize on strengthening enrollment; fairly compensate employees to slow turnover rate; enhance fundraising operations; forge stronger bonds with alumni; keep DEI in the forefront when recruiting new board members; more fully activate board for personal support and/or helping to obtain funding.

572            I would just like to send my wishes for good luck as the Strategic Plan is being formulated because Elmira College provided me with a world-class education that I hope students will receive for many years to come.

578            No

580            Turf field, redo parking lots, update housing

583            no

584            This schools sells students and then doesn't seem to put int that much effort to retaining them

585            The wifi could be better, include working vending machines in dorms, put more washing machines and dryers in Meier.

586            No thank you

587            Please get better food I've lost 5 pounds this term (it's only the 3rd week)

588            No

591            no

**ResponseID Response**

595 PLEASE INCLUDE YOUR ALUM MORE THAN JUST EMAILS AND SURVEYS! ALUM SUCH AS MYSELF AND MY EC FRIENDS WANT SO DESPERATELY TO ASSIST EC, EC WOULD BE LOOKING AT A POOL OF KNOWLEDGE, EDUCATION, EXPERIENCE AT NO COST TO EC!!!! PLEASE!!

597 Look at exploring options that factor in trade jobs, or accelerated programs for people who want to be teachers, nurses etc. if they know their field of study, there are courses that shouldn't be required

604 I have no thoughts to share. I apologize. I shouldn't have taken this survey since I have no useful information to offer.

605 No

609 When I attended the college, I had amazing experiences. One thought I would like to share is that as a liberal arts/social sciences major, I think that there could have been more opportunity and commitment from career services to help students outside of education, nursing, and business majors. I think that the types of activities sponsored always leaned towards these students. There should be a wider breadth of information and opportunities that can cater to all students. When colleges like Elmira abandon, or at least, ignore their liberal arts core, students lose breadth of experience.

611 Please don't lower academic rigor as you increase areas of study that are more attuned to employment opportunities

613 The team President Lindsay has assembled is very competent !!

617 Shared lots of thoughts with the planning consultant in September. Nothing more at this time.

621 None at this time

623 None

630 Please engage your alumni, they are eager to help.

632 Develop a diverse educational niche that will enhance the EC graduates chances, for meaningful employment in the local, regional and international markets.

639 Good luck!

645 Bring back the balloons, bring back the purple, remember the soul of Elmira.

655 N/A at the moment

656 No

**ResponseID Response**

672 nope but good luck in your endeavors

673 No

674 No. I'm from class of 1976. Retired now from Cigna Healthcare after 30 years. Live in Jacksonville FL.

675 My best wishes to all who are working on the Strategic Plan

679 Your Alumni- the majority, the ones not invited on a council, or special dinner, etc, are the ones you should be reaching out to (like via this survey). EC has appeared to change- not in a forward, positive way, and you have alumni that are scared for the future of it. You can never have enough purple and gold.

683 I think adding high demand, high profile academic programs is key and work to return athletics to its glory days as that serves as a great recruitment, retention, and marketing strategy. Ensure affordability.

684 Please be candid with alumni about challenges the college is facing and ways they can help

687 Good luck...schools everywhere are working hard on their strategic plans for the five years ahead.

692 No.

694 Best of Luck with your plan and its execution.

697 Make the campus smoke free.

702 I loved my time at Elmira college...you can not destroy atoms...the DNA...of all those great women and men reaching for the stars are still there ...they have touched everything...especially my soul....soar free EAGLES...my love is with you...

703 Make the financial needs of the college more widely known--

704 Stay with career training Preparation Motivation Not questionable and highly contested ideological movements

709 No.

716 Better outreach to alum and prospective donors. Launch a new campaign for giving

## ResponseID Response

720 Being relatively new I really really noticed the condition of the art collection. It may seem like a small thing but it's noticeable. Art on view and how it is treated is visible to visitors and potential donors alike. It speaks to the care and reverence an institution has toward culture and its role as a steward of it. EC could use an upgrade in its ability to make the most of its permanent collection as well as present meaningful exhibitions at a higher level of rigor and relevance.

721 thank all those involved who have taken their time and effort to support this endeavor

722 N/A

724 None.

726 All the best! Go EC!

731 Please give more water access and more scholarships, or at least help us find them

737 More resources need to be focused on Information technology for much needed improvements..

741 I studied history and I could have gone anywhere to do so, but I chose Elmira because it provided a unique experience unlike no other, for its beauty, for its traditions, for its long-standing commitment to women, for its small classes, for the opportunities I gained while there, and for my friendships. I would hate to see that not be afforded to other students in the future.

743 Be open minded to change and that is sometimes very hard to do!

745 No

746 Maybe changed however Adult education (night) students really never included in any campus related activities or recognitions, never made to feel like a Soaring Eagle. Your safety Officers hopefully have Peace Officer status.

747 Stay competitive with career counseling and internship programs. Connect with various schools for research opportunities.

749 No, thank you.

751 Good Luck -- I love my alma mater

753 no

760 Set very high goals Monitor yearly progress Make adjustments if necessary

**ResponseID    Response**

769            Hire people in admissions that know what they are doing?

775            Invest in enrollment for the best quality candidates admitted

778            no

784            The Strategic Plan shall be aimed at our society's new needs and demands. From more diverse and inclusive students programs, to better business acumen. The college needs a little bit more structure to be able to meet any ambitious goals.

792            None

794            Could we please include a strong high-order call for more diversity in hiring, and also more support for our diverse students, especially international students?

795            I have both attended and worked at EC. I saw a full swing of one side that was focused purely on tradition and another that focused on change. I feel both are problematic in establishing a place where kids want to attend. I really think it's important to evolve, but not to forget what makes the college different and special. I feel like along with the changes, I get a much more "corporate" feel to the college, where I felt much more community as a student and former employee. I don't know the answers or direction for a Strategic Plan, but really rely on the current students to tell you why they came here and what they would like to see.

797            I love the fact that EC is close to everything, however, I would like to see EC partner more with the surrounding High Schools and become more involved within the community to encourage and support more young people by showing them that college is a good thing for them, no matter what kind of background they come from.

798            asking the opinion of the campus community, particularly students is vital.