

C R E D O



THRIVING INSTITUTIONS: New Lessons from Research & Practice

CIC Presidents Institute 2020
Workshop Guide

Presented by:

- **Mary Schmidt Campbell, Ph.D.**, *President, Spelman College*
- **Travis Feezell, Ph.D.**, *President, Hastings College*
- **Emma Jones**, *Chief Brand Officer / Owner, Credo*
- **Joretta S. Nelson, Ph.D.**, *Senior Vice President / Owner, Credo*
- **Kim S. Phipps, Ph.D.**, *President, Messiah College*

THE THRIVING FRAMEWORK®

ARTICULATION

Through years of consulting with independent institutions, Credo's team saw patterns emerge in both the struggles and accomplishments of the schools they served. A series of elements emerged as key drivers, and became the Thriving Framework®. From Courageous Leadership to Learning-Focused Environments, the Thriving Framework provides a powerful lens through which to view institutional health.

More than 700 institutional leaders from around the country have informed Credo's understanding of the elements of thriving through the completion of the **Thriving Diagnostic Tool**, the results of which reflect areas of these leaders' greatest concern and focus. Credo has compared these self-reflections by leaders with external measures of health and momentum, searching for the most effective strategies underway at institutions where both *external measures of progress* and *internal cultural health* exist.

The original elements presented in the 2014 book "Surviving to Thriving: A Planning Framework for Leaders of Private Colleges & Universities" by Credo CoFounder Joanne Soliday were examined and re-articulated in 2018 to reflect changing areas of urgency and relevance across institutional experiences.



The Thriving Framework

HOW >>>

HOW thriving institutions do their work is reflected in three elements:
Courageous & Collaborative Leadership, Culture of Planning & Strategic Risk, and Compelling Vision.

It is the **HOW**, unique to each campus culture and climate, that ultimately determines successful movement forward on the continuum from surviving to thriving.



Courageous & Collaborative Leadership



Culture of Planning & Strategic Risk



Compelling Vision

WHERE >>>

WHERE thriving institutions focus their energy is reflected in five elements: Net Revenue & Strategic Finance, Student Learning & Success, Learning-Focused Environments, Proven Value Propositions, and Highly-Valued People & Community.

It is in the **WHAT** in which we find common ground - we know these are the critical drivers that help our institutions thrive.



Student Learning & Success



Net Revenue & Strategic Finance



Learning-Focused Environments



Proven Value Propositions



Highly-Valued People & Community

THRIVING CASE STUDIES

Some of the questions Credo regularly considers in its work include:

Why have some institutions exceeded expected measures of success over the past decade while others decline?

What makes these institutions not only sustainable, but also able to provide a thriving environment for students and employees?

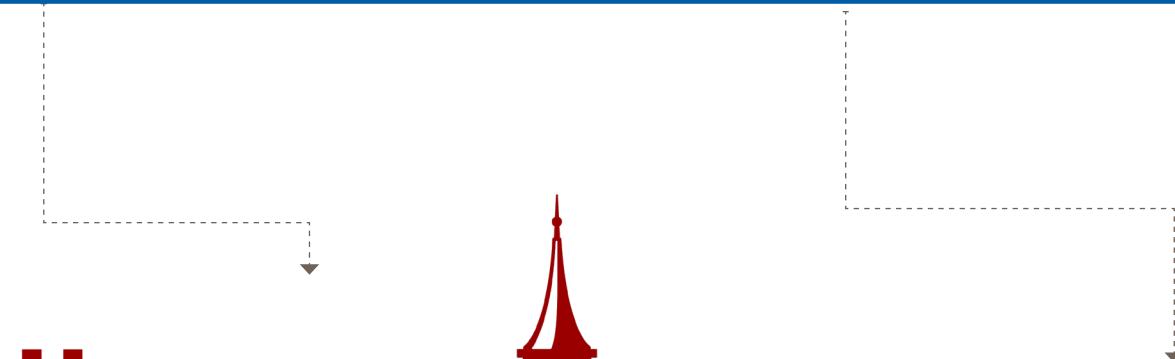
How are specific campuses thriving in distinctive ways?



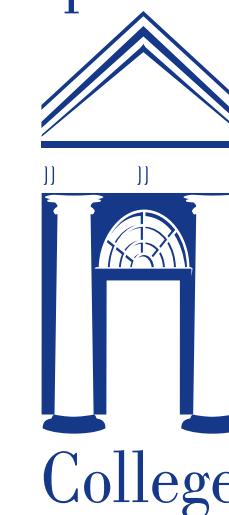
Sunday, January 5, 2:00–4:00 p.m.

Change, Risk, and Relevance: New Lessons from Thriving Institutions

Colleges and universities continue to be called upon to respond to seismic shifts in our culture, society, and economy that are bringing into question many of higher education's long-standing practices. Leaders from across the institutional spectrum are, from positions of strength to positions of dire challenge, taking a deep dive into institutional re-investment and re-invention, building their futures around a set of mission-rooted commitments. How can these colleges and universities exceed expected measures of success and provide a transformational experience for students and employees? How are some campuses thriving in distinctive ways? Eight critical elements, identified through ongoing research and refined over time, contribute to institutional success. This session will draw on 25 years of focus on independent higher education, lifting up case studies of presidents who exercised bold vision in areas such as strategic thinking and action, partnerships and collaboration, teaching and learning, and leadership structure and engagement.



Spelman



HASTINGS COLLEGE



100%

Of sophomores study abroad at no additional cost

100%

Of students & faculty have iPad Pros & Apple Pencils

100%

Of students receive financial aid

\$0

Cost of text books for students



Hastings Habits

- Radical Hospitality
- Active Citizenship
- Care of All Things
- Civil Candor
- A Creative Spirit

Quick Facts:

- 1,000 students
- Student-faculty ratio: 12:1
- Most classes have fewer than 20 students
- Average class size is 13 students
- Within six months of graduation, 97% of students were continuing their education or employed

- The Jackson Dinsdale Art Center opened in August 2016 and is home to the nation's premier collegiate glass blowing studio and other disciplines
- The Hastings College Historic District comprises much of campus and includes 12 buildings named to the National Register of Historic Places

Institutional Context:

- Located in Hastings, Nebraska, a community of 25,000 people in south central Nebraska
- Hastings College is home to more than 40 international students from 20 countries
- About 60% of students are from Nebraska; another 25% are from Colorado
- In total, students from 37 states attend Hastings College
- A new strategic plan ratified by the Board creates a framework to provide access to the college, to develop programs and students that have a regional impact, and to stand as a unique educational opportunity in the marketplace

Outcomes:

The entire campus spent a year reimagining the college experience, and then designed and launched a "new" Hastings College—billed early on as "Hastings 2.0"—in less than a year. Significant initiatives from this effort include:

- A curriculum redesign that requires a major, minor, and interdisciplinary minor
- With most classes now being four credits, all had to be reworked to maintain academic rigor
- A required short-term study-abroad component for all sophomores, funded by donors and offered at no cost to students
- All students and faculty receive and utilize the latest iPad Pros and Apple Pencils, allowing faculty to reimagine ways to teach
- The College now provides all required textbooks for students, helping ensure all students are ready for class on day one
- A block-style semester schedule, comprised of two- and seven-week blocks, means faculty only teach one or two classes per block—so they work with fewer than 50 students at a time
- Through November 2019, Hastings College has seen an 18% year-over-year increase in applications

While their mission statement is central to what they do, they have as a community taken a year to fine-tune Hastings Habits, which are visible on campus, shared with alumni, and incorporated into faculty/staff awards and first-year student classes. (The five Hastings Habits are listed at the top right corner of the page.)

MESSIAH COLLEGE



#2

Rank in the Northeast for student engagement by Wall Street Journal

#5

Rank for Top Colleges for Internships/Co-Ops by US News & World Report

89%

Of first-year students returned for sophomore year

100%

Of Messiah's majors require experiential learning as a graduation requirement



Strategic Plan Themes:

- Advancing Mission and Identity in a Changing Culture
- Expanding Enrollment and Retention of a Changing Constituency
- Promoting Educational Excellence for a Changing Student Body
- Investing Resources for a Flourishing Financial

Quick Facts:

- 2,709 undergraduate students representing 38 states and 28 countries
- 85+ undergraduate majors in the liberal and applied arts and sciences, including three-year degree options, individualized majors, accelerated programs, and pre-health advising options
- 74% of undergrads graduate in four years
- 70% of first-generation students graduate in four years
- 13:1 student-faculty ratio
- Graduate school offers nine master's degrees, two doctoral degrees in physical therapy (DPT) and nursing practice (DNP) and a variety of graduate and post-master's certificates ranging from athletic training and counseling to music conducting
- Last year, more than 747 students studied or served in 38 different countries
- Effective July 1, 2020, Messiah College will become Messiah University

Institutional Context:

Founded in 1909, Messiah College is a nationally ranked private Christian college of the liberal and applied arts and sciences located just 12 miles from Harrisburg, Pennsylvania. Messiah's mission is to educate men and women toward maturity of intellect, character, and Christian faith in preparation for lives of service, leadership, and reconciliation in church and society. Messiah alumni consistently share that their experience at Messiah was transformational and that their education equipped them to navigate life's tensions and bring together seemingly incompatible people and ideas. A natural outgrowth of the mission and depth of academic offerings will result in Messiah College becoming Messiah University on July 1, 2020. As Messiah University, they will strengthen their international reputation and engage new audiences (graduate and post traditional) in learning for life through the lens of Messiah's distinctives: commitment to faith formation, academic quality, and inclusive excellence.

Outcomes:

- 100% pass rate for Messiah's 2019 nursing graduates on the NCLEX (National Council Licensure Examination)
- 100% of the undergraduate class of 2018 survey respondents indicated they were employed or in graduate/professional programs within 6-9 months after graduation
- 400 employers and some of the nation's best graduate schools welcomed Messiah graduates into their organizations
- Messiah College has earned the Carnegie Foundation for the Advancement of Teaching's prestigious Community Engagement Classification for curricular engagement, outreach, and partnerships
- The Collaboratory for Strategic Research and Applied Partnerships, housed in the Engineering department, enables students from various disciplines to apply academic knowledge and live out their Christian faith through imaginative, hands-on problem solving that meets the needs of clients around the world; projects range from solar ovens for refugee camps in Rwanda to gravity fed water systems in Guatemala
- Messiah graduates have distinguished themselves as Rhodes, Fulbright, Carnegie, Truman, and Boren scholars
- 98.7% of the class of 2018 participated in community service at least once during their time at Messiah College

SPELMAN COLLEGE



Strategic Plan Themes:

- Deliver the Spelman Promise
- Elevate the Spelman Difference
- Enhance Operational Excellence
- Promote Academic Innovation

Quick Facts:

- Fourth historically Black female institution of higher education to receive its collegiate charter and oldest private historically Black liberal arts college for women
- Top producer of Gilman Scholars and Fulbright Fellows
- 75 percent graduation rate, 30 percent above the national average
- Acceptance rate of 43 percent, among the most selective women's colleges in the nation
- 11:1 student-faculty ratio
- 86 percent of students receive financial aid
- 36 percent of average need met

Institutional Context:

Founded in 1881, Spelman College is a global leader in the education of women of African descent. Located in Atlanta, the College is home to 2,100 students from 45 states and 8 foreign countries. Spelman empowers women to engage the many cultures of the world and inspires a commitment to positive social change through service. A leading producer of African American women who go on to earn doctoral degrees in the sciences, the College is dedicated to academic excellence and the intellectual, creative, ethical, and leadership development of our students.

Recent initiatives include a designation by the Department of Defense as a Center of Excellence for Minority Women in STEM and a Sloan Foundation-funded initiative to develop curriculum and programming to address the scarcity of Black women Ph.D.s in economics. This year, Spelman also announced the establishment of an endowed queer studies chair. This first-ever chair of its kind housed at a historically Black college or university will be named after celebrated poet and civil rights activist Audre Lorde and attached to the Comparative Women's Studies Program housed at Spelman's Women's Research and Resource Center. Spelman is increasing its focus on the arts with majors including art history, curatorial studies, documentary filmmaking, and photography. Collaborations with the Atlanta University Center include the AUC Art History + Curatorial Collective and the AUC Data Science Initiative.

Outcomes:

Spelman is the nation's leader in sending Black women to study abroad opportunities, with 77 percent of the College's graduating seniors in 2019 having a study abroad experience during their matriculation. The College intentionally builds strategic partnerships with local and national industry in order to create life and career pathways for students. Partners agree to provide students with extensive exposure in their fields, giving students proficiency in skill development effective communication, altruism, civic service, and emotional intelligence. Partnerships established include those with the MIT Media Lab, the Broad Institute, UCLA School of Law, the Army Research Lab for artificial intelligence and machine learning, Harvard Business School Extension, and the Environmental Protection Agency. In 2016, Spelman opened the doors of its Innovation Lab, a campus-wide resource for creative inquiry, unconventional research, experimental pedagogy, and exploratory play. The lab is the hub of all of the College's arts departments in the forthcoming Center for Innovation & the Arts, a new epicenter for the integration of the arts and other liberal arts with technology, entrepreneurship, and innovation.

#1

Ranked HBCU
by U.S. News &
World Report

#6

Ranking among
the most
innovative liberal
arts colleges
by U.S. News &
World Report

#6

Ranking for social
mobility after
graduation by U.S.
News & World Report

#1

Producer of
Black women
who go on to
earn doctoral
degrees in STEM

PARTICIPANT BIOGRAPHIES

+ ADDITIONAL INFORMATION



Mary Schmidt Campbell, Ph.D., President, Spelman College

On August 1, 2015, Dr. Mary Schmidt Campbell began her tenure as the 10th president of Spelman College. A leading liberal arts college for women of African descent located in Atlanta, Georgia, Spelman has long enjoyed a reputation as the nation's leading producer of Black women scientists.

Prior to arriving in Atlanta, Dr. Campbell was a major force in the cultural life of New York City. Her career in New York, which included various challenging roles, began at the Studio Museum in Harlem where she served for 10 years. Her role there began at a time when the city was on the verge of bankruptcy and Harlem was in steep decline. However, under her leadership, the museum was transformed from a rented loft to the country's first accredited Black Fine Arts Museum. Dr. Campbell also established herself as a stalwart supporter who championed the need for professional development opportunities for women and people of color in the arts. She is a fellow of the American Academy of Arts and Sciences and currently sits on the boards of The Alfred P. Sloan Foundation, the Doris Duke Charitable Foundation, and the High Museum of Art as well as on the Advisory Boards of the Bonner Foundation and the Association of Governing Boards of Universities and Colleges. In 2017, Dr. Campbell was appointed to serve as a member of the Mayoral Advisory Commission on City Art, Monuments and Markers in the city of New York. She also holds numerous honorary degrees, including one from her alma mater, Swarthmore College in Pennsylvania.

Dr. Campbell is a contributor to several publications including *Artistic Citizenship: Artistry, Social Responsibility, and Ethical Praxis; New York Reimagined: Artists, Art Organizations, and the Rebirth of a City* (Oxford University Press, 2016); *Four Generations: The Joyner/Giuffrida Collection of Abstract Art*, Foreword (Gregory R. Miller & Co., 2016); co-editor of *Artistic Citizenship: A Public Voice for the Arts*, (Routledge, 2006); co-author of *Harlem Renaissance: Art of Black America* (Harry N. Abrams, Inc., 1987); and *Memory and Metaphor: The Art of Romare Bearden, 1940-1987* (Oxford University Press & The Studio Museum in Harlem, 1991).

She recently completed a book on Romare Bearden for Oxford University Press. Campbell received a bachelor's of art degree in English literature from Swarthmore College, a master's of art in art history from Syracuse University, and a doctorate in humanities from Syracuse.



Travis Feezell, Ph.D., President, Hastings College

Dr. Travis Feezell became the 17th President of Hastings College in 2017. He has more than 25 years of experience in higher education, including service as an academic administrator, faculty member, athletic director, and baseball coach.

From 2014 through 2017, he was Provost and Chief Academic Officer at University of the Ozarks. There he served as chair of a successful strategic planning process as well as co-leading the Enrollment Management Team to oversee increases in enrollment and retention. In addition, he initiated academic and governance changes at the four year liberal arts institution which, like Hastings College, is affiliated with the Presbyterian Church (USA).

Before joining University of the Ozarks, he served as a tenured professor as well as a special assistant to the president for strategic planning at Belmont Abbey College in North Carolina, and helped lead the college through comprehensive strategic planning efforts. He was also awarded the Belmont Abbey College Spirit of St. Benedict Award in 2012, which is the highest award for service to the college, and the Adrian Faculty Excellence Award in 2011.

Feezell received a doctorate in education from the University of Idaho in 2005. Additionally, he received his master's degree in medieval British studies from the University of Wales-Cardiff in 1992. He earned his undergraduate degree in English from the University of Wyoming. He taught at the University of St. Thomas and the University of Minnesota, Twin Cities, and was the director of athletics at Macalester College in Minnesota. He also served as a faculty member, chair of the Department of Sports Studies, director of athletics and head baseball coach at Whitman College in Walla Walla, Washington. A former Rhodes Scholar national finalist, Feezell is considered a leading scholar and speaker on issues of sport and higher education in America.

Feezell and his wife, Carol, have four children: Jackson, Delaney, Colby and Cooper.

Emma Jones, Chief Brand Officer / Owner, Credo

A higher education professional since 2002, Emma is a storyteller, strategist, speaker, marketer, communicator, and editor. Emma acts as a resource for leaders of higher education organizations and institutions around the country, bringing what Credo learns through its work to their audiences in ways that inspire change and action. Working as a part of Credo's Executive Leadership Team, Emma manages the integrity and evolution of the firm's brand, monitoring Credo's presence across the higher education marketplace through the strategic development and oversight of Credo's marketing, business development, publishing, and client impact efforts. In her role as Editor-in-Chief of Credo Press, she serves as editorial and production lead for major Credo publications such as Joanne Soliday's book, "Surviving to Thriving" (2014) and the new book "Pivot: A Vision for the New University" (2019).

Emma's career began with a focus on international education program development, marketing, and communications at both Elon University and the London, U.K.-based Foundation for International Education. Emma received her B.A. in Literature and Mass Communication from the University of North Carolina at Asheville and her M.A. in Liberal Studies from the University of North Carolina at Greensboro.



Joretta Nelson, Ph.D., Chief Knowledge Officer & Senior Vice President/Owner, Credo

Joretta is known on campuses and at Credo as a dedicated student success advocate. Whether advising presidents, leading strategic planning, or consulting on academic and student success projects, Joretta keeps student success at the center of her work. Joretta developed and launched Credo's unique Moving the Needle project in 2011, a comprehensive two-year student-success project that serves to transform campus culture, building the on-campus infrastructure, collaboration, and buy-in needed to sustain higher levels of retention for an institution. Her early background as both a faculty member and an administrator provided a framework for her focus on the research and successful strategies that help students thrive.

A frequent speaker and guest lecturer at higher education conferences and campuses across the country, Joretta enjoys connecting with her audiences, and empowering independent college and university campuses to succeed by putting students first. She has an uncanny ability to relate and communicate, ensuring each client and colleague feels heard and supported. Joretta previously served positions as a member of senior leadership teams at Brevard College and Union College, and as a faculty member in music departments on various campuses. Joretta earned her Ph.D. in Higher Education from Azusa Pacific University, where her dissertation focused on student motivation, exertion of effort, and institutional impact. An accomplished musician, particularly as a choral conductor, Joretta received her B.A. in music from the University of California at Los Angeles and completed choral conducting master's studies at California State University at Fullerton.



Kim Phipps, Ph.D., President, Messiah College

Kim S. Phipps, Ph.D., was named the eighth president of Messiah College in December 2004. She is the first woman president in the College's history. Prior to her appointment as president, Dr. Phipps served as Messiah's interim president, provost and academic dean. She holds a Ph.D. in communication studies from Kent State University.

An advocate for academic excellence and holistic student learning, Dr. Phipps is an accessible leader who builds shared vision and authentic relationships with colleagues and students, and fosters a strong, nurturing academic community. As president, she demonstrates Messiah College's commitment to civic engagement by serving on numerous regional and national boards, including the Council for Christian Colleges and Universities, the Council of Independent Colleges, and the Christian College Consortium.

During her tenure at Messiah she has led many significant institutional initiatives including: the implementation of a School of Graduate Studies, initiation of the undergraduate core course, "Created and Called for Community," the successful completion of four major fundraising campaigns totaling \$106 million, and the increase of the College's visibility throughout the region and the nation, including hosting CNN's 2008 Compassion Forum—a nationally televised, unprecedented conversation with presidential candidates Hillary Clinton and Barack Obama on the integration of faith and public policy.

Additionally, Dr. Phipps demonstrates Messiah's commitment to civic engagement by serving on a number of national and regional boards including the Council for Christian Colleges and Universities, the Council of Independent Colleges, the Harrisburg Symphony Orchestra, Keystone Human Services, the Association of Independent Colleges and Universities of Pennsylvania, and the Susquehanna Art Museum to name a few. Dr. Phipps has been honored many times for her notable contributions to Christian higher education. Dr. Phipps was the recipient of the 2012 Athena Award from the Harrisburg Regional Chamber/CREDC for her demonstration of excellence in her profession and commitment to mentoring women leaders; the winner of the 2017 Credo Courageous Leadership Award for the transformative nature of her presidency at Messiah College; and also was named one of the region's 25 Most Influential Women by the Central Penn Business Journal in 2010.

Dr. Phipps is a native of Long Island, New York, and lives on campus with her husband, D. Kelly Phipps, J.D. Their daughter, Brooke, currently lives and works in Seattle, Washington.





CREDO

For 25 years and into the future,

Credo continues to partner with college and university presidents, leadership teams, board members, and organizations around the country. Because of this experience we believe in the work you do, and in the importance of independent institutions in the national education landscape. We know that with smart, research-driven strategies designed to lift up your mission and embrace your distinctions in the marketplace, independent higher education can grow and thrive through any challenge.

Using our expertise in concert with our data-informed Thriving Framework allows us to comprehensively address your challenges while lifting up your opportunities. With knowledge leaders in strategic planning, enrollment solutions, leadership strategies, campus planning and architecture, and student success, Credo offers proven and practical recommendations, processes, and tools to help your institution thrive.

Credo's mission

is to help independent higher education to thrive in order to impact the success of students.



Unique education clients since 1995



Services offered across almost all major areas of institutional strategy & operations



Partner projects delivered each year



Consultants, affiliates, project managers, architects, designers, planners & additional higher education experts

WE BELIEVE in putting students in the center of all that we do.

WE BELIEVE leadership makes all the difference.

WE BELIEVE diversity is strength.

WE BELIEVE every student deserves a chance.

WE BELIEVE in strategy.

WE BELIEVE in the power of integration and focus.

WE BELIEVE in improving the lives of children and families.

WE BELIEVE in a comprehensive approach.

WE BELIEVE in the value of laughter's healing power.

WE BELIEVE in courage.

WE BELIEVE the future is now.

WE BELIEVE in family.

WE BELIEVE in keeping it real.

WE BELIEVE in trying our very, very best.

WE BELIEVE in truth.

WE BELIEVE in transforming lives.

WE BELIEVE in collaboration.

WE BELIEVE in every member of the Credo team.

WE BELIEVE we make a difference.

WE BELIEVE that we can do anything.

WE BELIEVE in change.

WE BELIEVE in higher education.

WE BELIEVE in you.

WE BELIEVE the best is yet to come.



Copyright © 2019 by Credo Press

All rights reserved. No part of this publication may be reproduced, distributed, or transmitted in any form or by any means without the prior written permission of the publisher, except in the case of brief quotations embodied in critical reviews and certain other noncommercial uses permitted by copyright law. For permission requests, write to the publisher at info@CredoHigherEd.com.

Credo

940 Golf House Road West #200
Whitsett, NC 27377
336.585.1044
info@CredoHigherEd.com
CredoHigherEd.com
@CredoHigherEd
@Credo.Design.Architects