What's Working:

1. Strong Student Outcomes and Workforce Alignment
- High placement rates
- Strong employer demand
- Graduate success
- Programs closely aligned with workforce needs
- Students engaged in applied, hands-on learning

Faculty and staff consistently expressed pride in student preparation and career outcomes.

2. Faculty and Staff Commitment

Every session reflected:
- Deep dedication to students
- Strong mentorship culture
- Willingness to innovate
- Departments proactively adjusting to enrollment realities
- Collaboration within colleges

Even in units experiencing strain, the commitment to students remains high.

3. Experiential and Applied Learning

Across colleges:
- Undergraduate research
- Field-based learning
- Student-managed enterprises
- Applied professional experiences
- Extension and outreach engagement

This hands-on model is widely viewed as a defining strength and a differentiator.

4. Advising and Early Student Support

Professional advising models are making a measurable difference in some colleges.
Early alert systems and first-year initiatives are showing positive impact.
There is recognition that structured advising improves retention.

5. Research Strength and R1 Identity

Multiple colleges described:
- Nationally competitive faculty
- Increasing grant submissions
- Strong graduate engagement in research
- Clear integration of research, teaching, and service

There is strong pride in R1 identity, even amid resource concerns.

6. External Partnerships and Outreach

Stakeholder relationships, employer partnerships, and community engagement are consistently strong.
The land-grant mission, especially in Agriculture and outreach-focused colleges, is viewed as authentic and meaningful.

Shared Barriers:

1. Student Progression Friction
Recurring operational barriers:
- Scheduling conflicts
- Infrequent course rotation
- Limited summer offerings
- Waitlist management gaps
- Software constraints

These issues are widely seen as solvable with coordination.

2. Budget Model Incentives and Transparency
Common concerns:
- Tuition flow clarity
- Competition across colleges
- Instructor-of-record allocation
- Research incentives misalignment
- Anxiety around program viability thresholds

Trust is linked to transparency and modeling before changes.

3. Workload Strain and Equity
Themes included:
- Large lecture inequities
- Labor-intensive courses
- Administrative layering
- Post-tenure review complexity
- Redistribution of staff work
- Burnout risk

The strain is described as structural, not motivational.

4. Operational Burden
Repeated concerns:
- Approval layers
- Procurement delays
- Hiring sign-offs
- Platform sprawl
- Communication fragmentation
- Unclear policy ownership

Operational friction is eroding efficiency and morale.

5. Graduate Policy Constraints

Particularly in research-intensive areas:
- Visa timing
- Credit caps
- Tuition waiver uncertainty
- Summer funding gaps
- Field research calendar misalignment

These are viewed as barriers to sustaining R1 competitiveness.

6. Enrollment Pressure and Institutional Identity

Across sessions:
- Enrollment below peak levels
- Tension between workforce metrics and liberal education
- Concerns about competition replacing collaboration
- Need to articulate institutional value clearly

Future-Oriented Themes:

1. Coordinated Student Success Efforts

Broad support for:
- Predictive scheduling tools
- Coordinated course rotation oversight
- Earlier waitlist intervention
- Structured first-year experiences
- Embedding mentoring and internships intentionally

2. Budget Model Refinement with Transparency

Interest in:
- Simulation before implementation
- Clear dashboards
- Incentives that reward collaboration
- Better alignment of research and graduate education

3. Workload Equity and Leadership Development

Support for:
- Professional development for all; specific training for chairs
- Shared workload transparency tools
- Administrative capacity alignment
- Structural burnout mitigation

4. Operational Simplification

Desire for:
- Workflow mapping
- Clear decision rights
- Reduced approval layers
- Improved communication infrastructure

5. Enrollment Growth and Program Positioning
Particularly in Engineering and Business:
- Strategic enrollment growth
- Modality expansion
- Recruitment clarity
- Stronger storytelling

6. Clearer Institutional Narrative
Interest in:
- Clarifying modern land-grant meaning
- Articulating comprehensive university value
- Strengthening internal and external visibility
- Aligning workforce preparation and liberal education messaging

Distinct Points of Pride and Concerns by Session

College of Business
Distinct Points of Pride
- Exceptional employer engagement
- Strong experiential model
- Cross-campus service role

Distinct Concerns
- Downtown location challenges
- Research buyout feasibility
- DFW and waitlist process impacts

College of Agriculture, Food Systems, and Natural Resources
Distinct Points of Pride
- Exceptional graduate placement
- Extension trust and stakeholder alignment
- Integration of research, teaching, and service

Distinct Concerns
- Graduate visa and credit cap constraints
- Field research calendar conflicts
- Need to better communicate land-grant identity

College of Arts & Sciences

Distinct Points of Pride
- Award-winning students
- Strong advising improvements
- Proactive curriculum restructuring

Distinct Concerns
- Program viability anxiety
- Scheduling coordination gaps
- Shared service workload clarity

College of Engineering
Distinct Points of Pride
- Strong graduate demand
- Professional advising impact
- Infrastructure investments

Distinct Concerns
- Enrollment growth urgency
- AI strategy gaps
- International graduate support constraints

College of Health and Human Sciences
Distinct Points of Pride
- Collaborative culture
- Community outreach identity
- Program growth momentum

Distinct Concerns
- Pre-health advising structure
- Accreditation-driven approval delays
- Administrative support capacity gaps

Faculty Senate
Distinct Points of Pride
- High-impact experiential learning
- Proactive curricular adaptation
- Strong faculty engagement

Distinct Concerns
- Competition replacing collaboration
- Workload inequity
- Minimum enrollment policy strain
- Need to defend comprehensive university identity

Staff Senate
Distinct Points of Pride
- Strong collaborative culture
- Alignment around student success

- Commitment to problem-solving

Distinct Concerns
- Promotion pathways and leave policies
- Platform sprawl and email overload
- Accountability norms and communication clarity

Overall Institutional Pattern

Across all sessions:
- Strength lies in committed people, strong student outcomes, and authentic mission alignment.
- Barriers are concentrated in operational coordination, workload equity, and incentive structures.
- There is readiness for transparent, structural alignment rather than rhetorical reassurance.